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REDEVELOPMENT
AGENCY**

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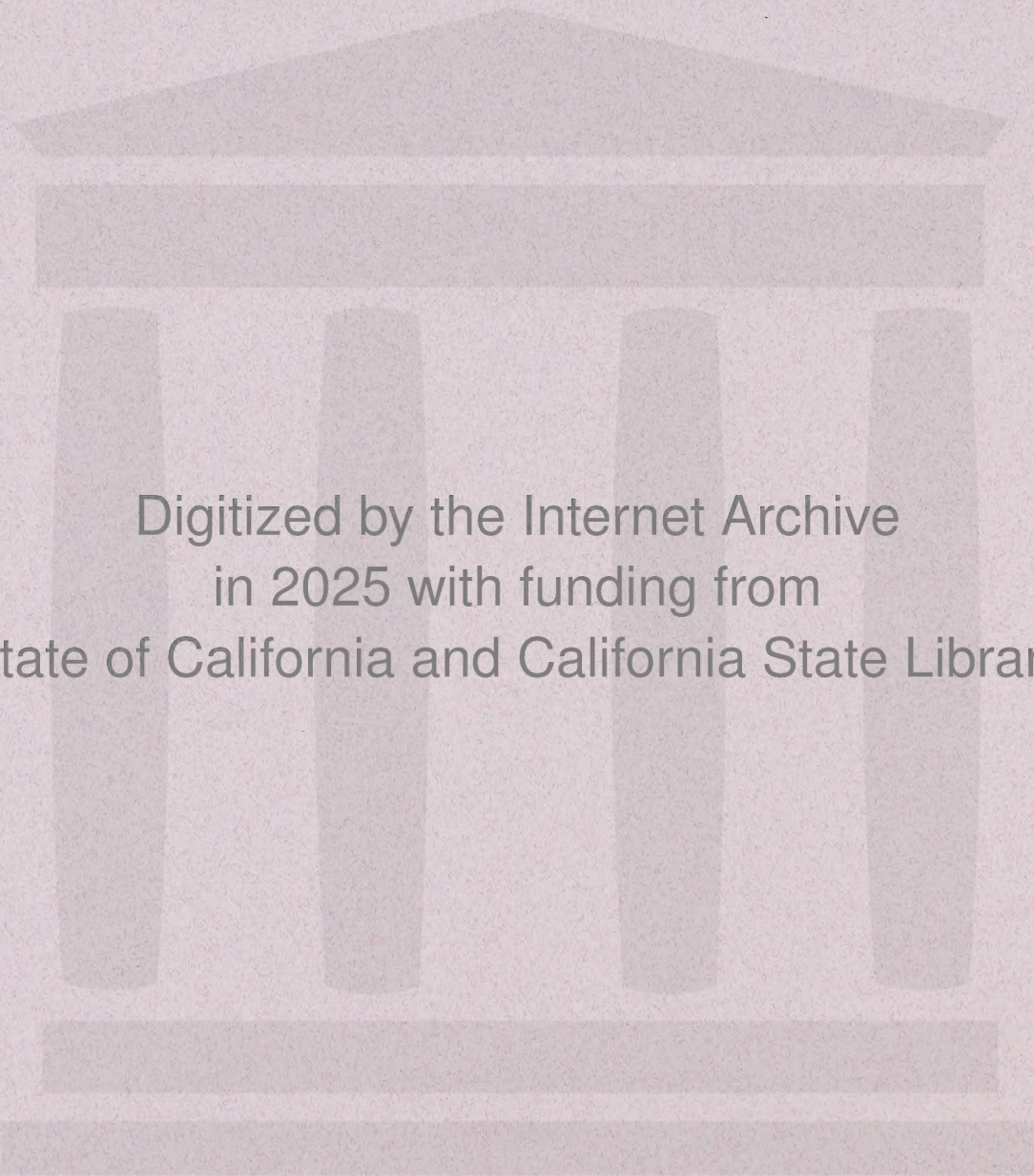
December 5, 1994

Implementation Plan 1995-1999

Approved December 5, 1994, by CRA Resolution No. 149

GRC Redevelopment Consultants, Inc.
1340 Valley Vista Drive, Suite 120
Diamond Bar, CA 91765
(909) 396-9930





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GRC

2 A RESOLUTION OF THE LA VERNE
3 REDEVELOPMENT AGENCY ADOPTING AN
4 IMPLEMENTATION PLAN FOR THE CENTRAL CITY
5 REDEVELOPMENT PROJECT

6 WHEREAS California Health and Safety Code Section 33490(a)(1) provides that
7 on or before December 31, 1994, and each five years thereafter, each redevelopment
8 agency that has adopted a redevelopment plan prior to December 31, 1993, shall adopt,
9 after a public hearing, an implementation plan that shall contain the specific goals and
10 objectives of the agency for the project area, the specific programs, including potential
11 projects, and estimated expenditures proposed to be made during the next five years,
12 and an explanation of how the goals and objectives, programs, and expenditures will
13 eliminate blight within the project area, and how the requirements of California Health
14 and Safety Code Sections 33334.2, 33334.4, 33334.6, and 33413 will be implemented;
15 and

16 WHEREAS the La Verne Redevelopment Agency (the "Agency") and the La
17 Verne City Council (the "City Council") adopted the Central City Redevelopment
18 Project on July 16, 1979, Amendment No. 1 in 1982, and Amendment No. 2 in 1989
19 (the "Project Area"); and

20 WHEREAS the Agency did prepare a draft document entitled "Implementation
21 Plan 1995-1999" (the "Implementation Plan"); and

22 WHEREAS California Health and Safety Code Section 33490(d) provides that
23 notice of public hearings on the Implementation Plan shall be published pursuant to
24 section 6063 of the Government Code and posted in at least four permanent places
25 within the Project Area for a period of three weeks, and that publication and posting
26 shall be completed not less than ten days prior to the date set for hearing; and

27 WHEREAS the Agency did cause to be published a notice of public hearing on
28 November 4, November 11, and November 18, 1994, regarding the Implementation
Plan, and did post a copy of said notice of public hearing in four places in the Project
Area; and

WHEREAS pursuant to Health and Safety Code Section 33490(a)(1)(B), said
Implementation Plan is not a project within the meaning of Section 21000 of the Public
Resources Code and, therefore, not subject to further environmental review as provided
by the California Environmental Quality Act; and

WHEREAS on December 5, 1994, the Agency conducted and concluded the
above-referenced duly noticed public hearing; and

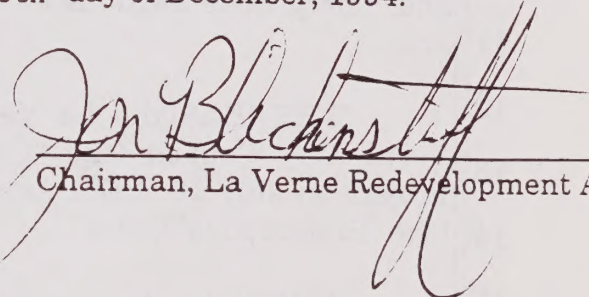
1 WHEREAS the Implementation Plan contains all sections and subject matter
2 required by California Health and Safety Code Section 33490.

3 NOW, THEREFORE, the Redevelopment Agency for the City of La Verne DOES
4 HEREBY FIND, DETERMINE AND RESOLVE as follows:

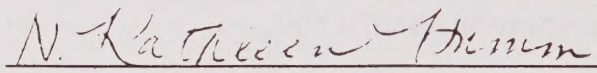
5 Section 1. Pursuant to California Health and Safety Code Section 33490, the
6 Agency HEREBY ADOPTS that document entitled "Implementation Plan 1995-1999," a
7 true and correct copy of which is attached hereto and marked Exhibit "A" and
8 incorporated herein by this reference as the implementation plan for the Project Areas.

9 Section 2. The Chairman shall sign, and the Secretary to the Agency shall certify
10 to the adoption of this resolution, and thereupon the same shall take effect and be in
11 force.

12 APPROVED AND ADOPTED on this 5th day of December, 1994.

13 
Chairman, La Verne Redevelopment Agency

14 ATTEST:

15
16 
17 Secretary

18
19 Attached: Implementation Plan
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RESOLUTION NO. CRA-149

STATE OF CALIFORNIA)
COUNTY OF LOS ANGELES) ss. SECRETARY'S CERTIFICATE
CITY OF LA VERNE) RE ADOPTION OF RESOLUTION

I, N. KATHLEEN HAMM, Secretary of the La Verne Redevelopment Agency, DO HEREBY CERTIFY that the foregoing Resolution was duly adopted by said Agency, at an adjourned meeting of said Agency held on the 5th day of December, 1994, and that the same was passed and adopted by the following vote to wit:

AYES: Members: Rodriguez, Harden, Gatti, and
 Chairman Blickenstaff.

NOES: Members: None.

ABSENT: Members: Harvey.

ABSTAIN: Members: None.

N. Kathleen Hamm
N. KATHLEEN HAMM, CMC
SECRETARY OF THE LA VERNE

(SEAL)

STATE OF CALIFORNIA)
COUNTY OF LOS ANGELES) ss SECRETARY'S CERTIFICATE
CITY OF LA VERNE) OF AUTHENTICATION

I, N. KATHLEEN HAMM, Secretary of the La Verne Redevelopment Agency, DO HEREBY CERTIFY that the above and foregoing is a full, true, and correct copy of CRA Resolution No. 149 of the City of La Verne and the La Verne Redevelopment Agency and that said Resolution was adopted at the time and by the vote stated on the above certificate, and has not been amended or repealed.

N. Kathleen Hamm
N. KATHLEEN HAMM, CMC
SECRETARY OF THE LA VERNE
REDEVELOPMENT AGENCY

Dated this 6th day
of December, 1994.
(SEAL)

**LA VERNE
REDEVELOPMENT
AGENCY**

December 5, 1994

Implementation Plan 1995-1999

Approved December 5, 1994, by CRA Resolution No. 149

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GRC

Implementation Plan 1995-1999

City Council/ Redevelopment Agency

Jon Blickenstaff, *Mayor / Chair*
Thomas R. Harvey, *Mayor Pro Tem / Vice Chair*
Patrick J. Gatti, *Councilmember / Boardmember*
Dan Harden, *Councilmember / Boardmember*
Robert F. Rodriguez, *Councilmember / Boardmember*

Planning Commission

Ron Dilley, *Chair*
Stephen Jeffers, *Commissioner*
Peggy Redman, *Commissioner*
Jan Rempt, *Commissioner*
Cal Stephens, *Commissioner*

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Martin R. Lomeli, *Executive Director*
Steven A. Preston, AICP, *Deputy Executive Director*
Peter F. Wallin, *General Counsel*
Dominic C. Milano, *City Engineer*
N. Kathleen Hamm, CMC, *Secretary*

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PREFACE

This Implementation Plan is being prepared and adopted pursuant to Section 33490 of California's Redevelopment Law, which was recently enacted as part of AB1290 and subsequently amended by SB732. This new requirement applies to the Central City Redevelopment Project Area in the City of La Verne, including all amendments completed before January 1, 1994. The purpose of the Implementation Plan is to identify potential Agency-related project activities scheduled for the next five years, including housing activities targeted for individuals and families of low- and moderate-income.

This Implementation Plan is presented in the following four sections:

Section 1 - Introduction: Provides an overview of the changes to California's Redevelopment Law that prompted the development of this Implementation Plan. Also includes an outline of the intent of the Plan.

Section 2 - Project Area Background: Introduces and describes generally the Project Area. Includes descriptions of the Project Area's location, goals, original and remaining blighting conditions, Agency activities to date, and activities proposed for the next five year period.

Section 3 - Five-Year Program: Provides a description of proposed Agency activities, programs, and public improvement projects relative to the Project Area for the next five year period.

Section 4 - Housing Production Program: Provides a summary of issues relative to low- and moderate-income housing. Includes descriptions of past housing production activities, current housing needs, housing programs aimed at meeting these needs, and five- and ten-year housing production plans.

Section 5 - Administration: Describes the Implementation Plan review process, including annual and periodic (Public Hearings) reviews. Also includes description of annual financial commitments that will fund the Agency's activities.

1.0 INTRODUCTION

The La Verne Redevelopment Agency (the “Agency”) is La Verne’s primary vehicle for ensuring the long-term economic vitality of the community. Authorized by California Redevelopment Law (the “CRL”) to undertake a wide variety of activities and programs, the Agency is involved in community revitalization at all levels, from relatively simple rehabilitation programs to complex strategies to preserve and enhance the community’s job base by retaining existing businesses and attracting new businesses into the community.

The focus of Agency activities and programs is in the Central City Redevelopment Project Area. This Project Area, selected because it was affected by blight, is the area where the Agency is authorized to undertake the majority of its activities. These activities in the Project Area are regulated by an adopted Redevelopment Plan and the CRL.

Although the Project Area has a Redevelopment Plan, it is important to note that the plan does not dictate on a parcel-by-parcel basis future redevelopment or revitalization activities. Rather, the Plan authorizes a variety of tools that the Agency may employ to revitalize the Project Area following a generalized blueprint for area land uses that must, by law, be consistent with the La Verne General Plan. Additionally, actual redevelopment activities and the timing therefore often hinge on the plans and resources of the many tenants, property owners, or business owners in the Project Area, because the CRL affords these individuals certain rights and opportunities for Project participation.

Within the goals and activities authorized by the Redevelopment Plan, the Agency may undertake an enormously wide variety of activities aimed at stemming blight. Such activities include, but are not limited to, acquiring land for resale to a redeveloper, entering into contractual agreements with existing owners or tenants where the Agency provides financial or other assistance for building repairs or replacement on privately-owned land, developing comprehensive strategies or preparing studies to assist private developers to respond to local economic opportunities that result in local investment and job creation, and financing and constructing needed public facilities and improvements.

In accordance with the CRL, the Agency is also vested with the responsibility for increasing, preserving, and improving the number of housing units for very-low-, low- and moderate-income individuals and families. The Agency is required to set aside a

portion of the tax increment revenues for this purpose, as well as, to undertake a number of additional steps to ensure that there is an adequate number of decent, safe, and sanitary dwelling units in the community available to these income groups in the proportions required by the CRL and as dictated by the needs in the community.

The Agency has supervised the preparation of this Implementation Plan, which provides both a short-range strategy for meeting locally identified and State mandated redevelopment objectives, and information necessary to measure the Agency's performance in meeting those objectives.

1.1 INTENT OF THE IMPLEMENTATION PLAN

On October 6, 1993, Governor Pete Wilson signed into law AB1290, also named the California Community Redevelopment Law Reform Act of 1993. AB1290 was authored to address perceived major abuses and problems in redevelopment practice, and to refocus the redevelopment process on statewide concerns of alleviating blight, stimulating economic development, and providing affordable housing. Chief among the redevelopment problems and abuses addressed by AB1290 are adopting project areas that are not truly blighted, and engaging in redevelopment activities that do not truly address blighting conditions.

Reflecting a legislative concern that some redevelopment agencies do not implement their plans in a manner that results in the alleviation of the blight that justified the adoption of the plan in the first place, AB1290 contains a number of provisions that require an agency and its legislative body to implement adopted redevelopment plans in a manner that will eliminate blighting conditions. Implementing projects that cannot be linked to the elimination of blight will not be permissible under the newly revised CRL. It is thus the dual intent of this Implementation Plan to provide a coherent description of short-range redevelopment programs and activities, while also identifying specific redevelopment activities and programs and the conditions of blight to be eliminated thereby.

1.2 IMPLEMENTATION PLAN REQUIREMENTS (SECTION 33490)

The Community Redevelopment Law Reform Act of 1993 added Section 33490 to the CRL. This new section requires agencies to produce implementation plans every five years. In accordance

with this section, the Implementation Plan must contain the following¹:

- Specific goals and objectives for the next five (5) years.
- Specific programs and potential projects, and estimated expenditures planned for the next five (5) years.
- An explanation of how the goals, objectives, programs, and expenditures will eliminate blight.
- An explanation of how the goals, objectives, programs, and expenditures will implement the affordable housing requirements.
- An explanation of how the Low- and Moderate-Income Housing Fund will be used annually over the term of the implementation plan, along with the amounts now available in the Low- and Moderate-Income Housing fund, and projected deposits thereto. Also included shall be estimates of the number of units to be assisted in each of the five years.
- An estimate of the number of units to be provided over the next five (5) and ten (10) years to meet the Agency's 15% inclusionary housing requirements, if applicable.
- The number of qualifying very-low-, low-, and moderate-income units that have been produced in the Project Area, and the number of additional units that will be required to meet the inclusionary housing requirements.
- The number of units that will be developed by the Agency, if any, including the number of units that will be available for very-low-, low- and moderate-income households.
- If a planned project will result in destruction of existing affordable housing, an identification of proposed locations for the replacement housing the agency will be required to produce (CRL Section 33413).
- The project area affordable housing production plan (AB 315 plan, required by CRL Section 33413(b)(4)).

For plans adopted prior to January 1, 1994, the first Implementation Plan must be adopted by December 31, 1994. For plans adopted on or after January 1, 1994, the first complete Implementation Plan must be prepared and adopted prior to the end of the fifth year after which it was adopted. Plan adoption can only be accomplished after first holding a noticed public hearing. Between two and three years after adoption of the Implementation

¹ Section 33490 was later amended by SB732, the AB1290 cleanup legislation. These amendments have been reflected herein.

Plan, the Agency must hold another noticed public hearing to review the Redevelopment Plan and the last Implementation Plan.

1.2.1 Inclusionary Housing Production Plan (Section 33413)

Under current law, agencies that administer redevelopment project areas or portions of project areas established on or after January 1, 1976 have an obligation to ensure that specified percentages of new or substantially rehabilitated housing are available at affordable housing cost to low- and moderate-income households and to very-low-income households. In addition, under Section 33413 of the CRL, whenever dwelling units housing persons and families of low- or moderate-income are destroyed or removed from the low- and moderate-income housing market as part of a redevelopment project, an agency is required to replace those units with an equal number of replacement dwelling units within four years of displacement. The replacement units must have an equal or greater number of bedrooms as those destroyed or removed units at affordable housing costs within that project area.

In the event that suitable land for residential development cannot be found within a project area, then AB1290 permits an agency to count units that are made available at affordable housing cost outside a project area toward the agency's project area housing production requirement, on a two-for-one basis: that is, two affordable units created outside a project area will count the same toward the inclusionary obligation as one unit created inside the project area. State government has declared that the provision of affordable housing outside of redevelopment project areas can be of direct benefit to those projects in helping to accomplish project objectives regarding affordable housing.

1.2.2 Use of Low- and Moderate-Income Housing Fund (Section 33334)

Section 33334 of the CRL addresses a number of financial issues as they apply to affordable housing. These issues are applicable to implementation plans due to the detailed character of the plan, and the strong emphasis placed on providing housing opportunities within the community. Sub-sections of particular importance in regards to the implementation plan include:

- §33334.2: Agency obligation to use 20% of tax increment revenue to increase, improve and preserve the community's supply of low- and moderate-income housing.
- §33334.3: Establishment and use of Low- and Moderate-Income Housing Fund.

Of particular interest is Section 33334.10, which deals with the issue of excess surplus in the Low- and Moderate-Income Housing Fund (the "Housing Fund"), and the plans for its use. While such a plan need not be included in the Implementation Plan pursuant to CRL Section 33490, the housing production program should also address excess surplus as a practical matter. Under current law, an agency that has accumulated an "excess surplus" in its Housing Fund must expend such surplus within five years or disburse such surplus to the county housing authority or another public agency exercising housing development powers within the agency's territorial jurisdiction. The housing authority or other public entity is then directed to use the transferred surplus within three years of the date of transfer to improve and increase the supply of affordable low- and moderate-income housing in the community in which the agency operates. As redefined in AB1290, an agency will have an excess surplus when the unexpended and unencumbered amount in the agency's Housing Fund exceeds the greater of \$1,000,000 or the total amount deposited in the agency's Housing Fund during the preceding four years. AB1290 also strengthens the sanctions for an agency's failure to encumber monies in its Housing Fund in a timely manner. The intent of these revisions is to encourage agencies to make timely expenditures of any excess surplus, as well as addressing the widespread perception that, collectively, redevelopment agencies are not spending their Housing Fund monies quickly enough.

1.3 PROGRAM CONTINUITY

The purpose of AB1290 is to end certain perceived abuses of the redevelopment planning and implementation process. Accordingly, some redevelopment agencies in the State may find it necessary to prepare implementation plans describing programs or activities which result in substantial changes from past practices and objectives.

In La Verne, however, existing redevelopment programs and activities as are described in this Implementation Plan are simply a continuation of methods aimed at revitalizing the Project Area. Notwithstanding the Agency's past compliance with the CRL, AB1290 enacts certain limitations on direct Agency assistance to automobile dealers and to sales tax generating businesses built on undeveloped parcels of five or more acres. These new limitations are not expected to have a major impact on planned redevelopment activities in La Verne.

AB1290 also adds provisions permitting the Agency to make direct commercial rehabilitation loans, and to assist in the financing of capital equipment in manufacturing and industrial facilities, including pollution control devices. In the past, these authorities

were only inferred in the CRL. Collectively, these new provisions are expected to have little effect on La Verne's overall redevelopment goals and programs, although certain individual projects affected depending on the specific circumstances involved.

Since the changes promulgated by AB1290 are expected to have little effect on on-going Agency programs in La Verne, the specific redevelopment actions described herein have been taken from the City's existing Capital Improvements Program (CIP), from Agency lists of existing goals and lists of on-going activities to achieve those goals, and projects either in or reasonably expected to be in the "pipeline" in the foreseeable future.

2.0 PROJECT AREA BACKGROUND

The City of La Verne Redevelopment Agency has administered one redevelopment project, the Central City Redevelopment Project, since its inception in the 1970s. The original Project Area was adopted in 1979 and has been amended three times. Amendment No. 1 (1982) added area to the project, Amendment No. 2 (1989) established eminent domain authority on a few non-residential properties, and Amendment No. 3 (1994) added more area to the project (see Figure 1). The Project Area totals approximately 1,400 acres, and includes residential, commercial, and industrial land uses.

This Implementation Plan applies to the original Project Area and the area added by Amendment No. 1. The provisions of AB 1290 do not apply to Amendment Area No. 3 at this time because it contains its own implementation plan pursuant to CRL Section 33352(m). The Implementation Plan for Amendment Area No. 3 is included in the Report to City Council for the amendment.

This chapter describes generally the setting for the Project Area in terms of such issues as physical conditions, goals, and Agency activities. The physical conditions portion includes a description of both original blighting conditions as well as documentation of any remaining blighting conditions that still exist. This background information is critical in order to accurately assess the impact that each project has had on the community. This will also provide a means of evaluating the progress that redevelopment activities has made towards accomplishing their respective goals.

2.1 CENTRAL CITY REDEVELOPMENT PROJECT

Originally adopted by the La Verne City Council on July 16, 1979, by Ordinance No. 582, the Central City Redevelopment Project remains the only project area to have been formed by the Agency. As discussed earlier, the Project Area has been amended three times. The original Project Area totals approximately 800 acres and is generally located along Arrow Highway, between 6th Street and Puddingstone Drive. Amendment Area No. 1, the only amendment to add area prior to January 1, 1994, included three non-contiguous sub-areas totaling approximately 440 acres. Two of the sub-areas abut the north side of the original Project Area, and the third is located on the north side of Foothill Boulevard, between Wheeler Avenue and Damien Avenue.

The existing time limits for each area is shown below in Table 1.

Table 1
La Verne Redevelopment Implementation Plan

EXISTING TIME LIMITS

<i>Project Area*</i>	<i>Incurring Debt</i>	<i>Plan Effectiveness</i>	<i>Repay Debt/ Collect Tax Increment</i>
Original Project Area	January 1, 2004	July 16, 2019	July 16, 2029
Amendment Area No. 1	January 1, 2004	July 12, 2022	July 12, 2032
Amendment Area No. 3	July 5, 2014	July 5, 2034	July 5, 2044

**Note that Amendment No. 2 was a technical amendment, and did not add area*

SOURCE: The Amended and Restated Redevelopment Plan for the Central City Redevelopment Project

*Figure 1 -
Project Area Map*

2.1.1 Original Blighting Conditions

Initial blighting conditions documented in the Report to City Council for the original Central City Redevelopment Project (1979) reveal a significant amount of physical and economic blighting characteristics present within the Project Area. These include:

- A) Substandard Structures
- B) Overcrowding of Buildings
- C) Incompatible Uses
- D) Deteriorated Structures
- E) Inadequate Conversions
- F) Inadequate Parking
- G) Stagnant and Unproductive Condition of Land
- H) Inappropriate Development
- I) Declining Economic Conditions
- J) Inadequate Public Improvements (such as infrastructure and community facilities)

Amendment No. 1 was initiated because blight had begun spreading from the original Project Area to other parts of the City. Three sub-areas were selected in an effort to alleviate the spread of blight.

Several conditions of blight were documented when Amendment No. 1 was adopted in 1982. According to the Report to City Council for Amendment No. 1, these conditions include:

- K) Depreciated Values, Impaired Investments, and Social and Economic Maladjustment
- L) Lack of Public Improvements (flood control, sewers, water, streets, alleys, street lighting, curbs and gutters, and traffic signage)
- M) Circulation Problems
- N) Poor Accessibility
- O) Old Structures (up to 100 years old)
- P) Deteriorated Structures
- Q) Abandoned Structures
- R) Exposed Utility Lines
- S) Obsolete Planning Practices
- T) Irregularly Shaped and Undersized Parcels
- U) Police and Fire Problems

Thus, at the time of each adoption, the Project Area and Amendment Area No. 1 were found to include a number of conditions that are specified in the CRL as being characteristic of blight.

2.1.2 Reasons for the Selection of the Project Area

Original Project Area (1979)

The selection of the boundaries of the original Project Area, according to the 1979 Report to City Council, was because the Project Area:

- “Is blighted and in need of redevelopment; is characterized by defective physical character of structures, age, obsolescence, deterioration, and dilapidation of buildings; is lacking proper utilization, resulting in a stagnant and unproductive condition of land potentially useful and valuable for contributing to the public health, safety, and welfare; exhibits declining economic conditions and inappropriate development is manifest. The proposed redevelopment project will serve as a basis for correcting the blighted conditions now existing in the area.
- Constitutes a logical entity for redevelopment purposes. The City of La Verne General Plan prepared for the City in 1974 recommended residential, commercial, and industrial development in those areas as designated on the Redevelopment Land Use Plan. The Housing Element of the General Plan encourages redevelopment as a desirable method to aid in the rehabilitation and replacement of blighted structures within the City.
- Represents an area which can be feasibly rebuilt and rehabilitated through a redevelopment program. The undertaking of redevelopment will serve to provide a uniform growth policy for the area and will provide for a higher environmental quality.”

Amendment No. 1 (1982)

According to the Report to City Council for Amendment No. 1, the reasons for adding Amendment Area No. 1 to the original Project Area are:

- “Two of the proposed Sub-areas are contiguous with the existing Project Area and share many common characteristics with it.
- After completing necessary investigations, the City and Agency Staffs and their consultants have concluded that there are ample indices of blight (as defined in the California

Community Redevelopment Law) evident with respect to each of the proposed Sub-areas included in Amendment Area No. 1.

- The potential need for Agency assistance in providing the necessary infrastructure to facilitate developments on land which would otherwise continue to remain undeveloped or underutilized due to prohibitive development costs.
- The need for intervention by the Agency to prevent the spread of blight in the areas included in Amendment Area No. 1 and to provide incentives for rehabilitation to private property owners.
- The desire of the City and the Agency to enhance the aesthetics, economic vitality, and quality of life in the community by requiring development standards and architectural controls which may exceed standard building codes."

2.1.3 Goals of the Redevelopment Plan

Original Project Area (1979)

The goals of the Redevelopment Plan for the original Project Area are to:

1. Eliminate blighting influences in the Project Area including deteriorating buildings, obsolete structures and other environmental, economic, and social deficiencies; improve the overall appearance of buildings, streets, parking areas, and other facilities, public and private.
2. Provide adequate streets, curbs, gutters, and street lights and permit improved pedestrian and/or vehicular circulation in the Project Area.
3. Strengthen retail and other commercial functions in the downtown area, and along Foothill Boulevard.
4. Strengthen the economic base of the Project Area and the community by installing needed site improvements in the industrial areas to stimulate new industrial expansion, employment, and economic growth.
5. Provide adequate land for parking and open spaces.
6. Enhance the role of the central area of the City by strengthening civic, community, and cultural functions.
7. Preserve artistically, architecturally, and historically worthwhile structures and sites.
8. Establish and implement performance criteria to assure high site design standards and environmental quality and other

design elements which provide unity and integrity to the entire project.

9. Strengthen and upgrade existing residential uses.
10. Cause the undergrounding of unsightly overhead utility lines.

Amendment No. 1 (1982)

In addition, the goals of the Redevelopment Plan for Amendment Area No. 1 are to:

11. Eliminate and prevent the spread of physical blight and deterioration by remedying certain public infrastructure deficiencies including the construction or reconstruction of streets, alleys, curbs, gutters, street lights, sidewalks, storm drains, and other improvements.
12. Encourage and provide incentives for the rehabilitation of existing dwellings in Amendment Area No. 1.
13. Encourage new residential development within Amendment Area No. 1 to provide high-quality housing at affordable prices and financing terms.
14. Provide certain public infrastructure improvements necessary for the elimination of blight and to provide for the orderly development of the commercial areas in Amendment Area No. 1.
15. Provide certain public infrastructure improvements to mitigate the affects which additional development elsewhere in the City will have upon areas in Amendment Area No. 1 and thereby forestall the spread of conditions which contribute to blight.
16. Provide for construction activity which will afford both short-term and long-term employment opportunities for local residents."

2.1.4 Agency Activities

As identified in Section 2.1.1, there were many detrimental physical, social, and economic conditions negatively impacting the Project Area at the time of plan adoption. The Agency had proposed to alleviate these conditions by undertaking a comprehensive program of public improvements and by providing a variety of development incentives that were intended to stimulate new development and rehabilitation activities in the Project Area.

In the original Project Area, several public improvements have been completed, which has led to the expansion of the industrial area along Arrow Highway. Affordable housing has been

developed with Agency assistance near Arrow Highway and San Dimas Canyon Road, and housing programs, such as mobile home improvement grants, have been established. Other redevelopment activities in the original Project Area include improvements to the old downtown area, and the recent establishment of the URM (unreinforced masonry) Program.

In Amendment Area No. 1, public improvements have dramatically changed the landscape. These improvements include the construction of the library and community center adjacent to City Hall, the realignment of White Avenue, which created several developable sites along Foothill Boulevard, and the southerly extension of Wheeler Avenue. Agency assistance turned many underdeveloped areas into a economically viable sites and subsequently attracted high-volume businesses such as Edwards Cinemas and Chili's Restaurant.

Amendment No. 2 did not add territory, but was adopted to include eminent domain authority on a few non-residential properties.

The following is a year-by-year summary of Agency accomplishments for the last five years. Photographs of key projects are included at the end of this section.

- 1989** - Successful activities included the Low-Mod Housing Rehabilitation Program, the Downtown Business Partnership - Grants and Facade Restoration, the Historic Preservation Program, and Cultural Resources Management Assistance. With these programs, the Agency entered into its first Owner Participation Agreement. The Agency also introduced its first marketing materials to promote business in the City. Overall, 34 dwelling units with low-income families, and one dwelling unit with a very-low income family, were rehabilitated through Agency loans and grants. In addition, Agency activities created 25 new local jobs.
- 1990** - Successful activities included the Low-Mod Housing Rehabilitation Program, the Downtown Planning and Parking Renovation, and the beginning of Phase 1 of the Koll Business Center. Overall, 36 dwelling units were rehabilitated through Agency loans and grants. In addition, Agency activities created 60 new local jobs.
- 1991** - Successful activities included the Low-Mod Housing Rehabilitation Program, the Downtown Business Partnership - Grants and Facade Restoration, the Arrow Highway Corridor Landscape Program, and the completion of Phase 1 of the Koll Business Center. The Downtown Business Partnership was the Agency's first program to stimulate economic development. Overall, 15 dwelling

units were rehabilitated through Agency loans and grants, including a program to stabilize and strengthen mobile home piers. In addition, Agency activities created 40 new local jobs.

1992 - Successful activities included the Low-Mod Housing Rehabilitation Program, the Downtown Business Partnership - Grants and Facade Restoration, the Historic Preservation Program, and Cultural Resources Management Assistance. Overall, 5 dwelling units with very-low income families were rehabilitated through Agency loans and grants. In addition, the Agency directly created 15 new local jobs.

1993 - Although the State-mandated Education Revenue Augmentation Fund (ERAF) significantly reduced Agency activities, many programs were able to continue. Successful activities included the Low-Mod Housing Rehabilitation Program, the Downtown Business Partnership - Grants and Facade Restoration, the Historic Preservation Program, and Cultural Resources Management Assistance. Overall, 66 structures were rehabilitated through Agency loans and grants. In addition, Agency activities created 20 new local jobs.

2.1.5 Current Conditions

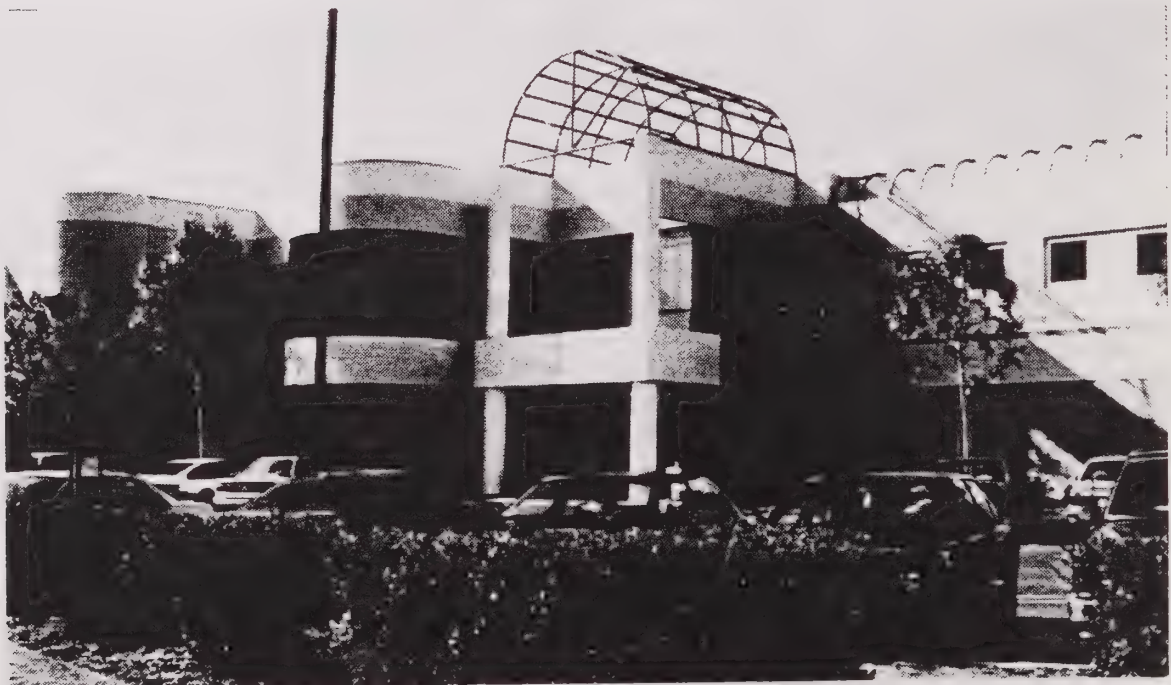
Improvements in the original Project Area and Amendment Area No. 1 have successfully addressed and alleviated many of the characteristics of blight that were present at the time of adoption. Of course, not all blight has been completely removed. Redevelopment is not, and has never been, a "quick fix."

Conditions such as substandard structures, incompatible uses, irregularly shaped and undersized parcels, and faulty planning, to name just a few, all require several years of work before progress is noticeable. Evidence of these characteristics remain today, even after 16 years. The long-term improvement goals for redevelopment are illustrative of how difficult and expensive it is to remove blight, rather than the inactivity of the Agency. Nonetheless, the Agency is clear in its direction to continue to improve the Project Area through public facilities, economic development, and housing programs.

Photographs of Key Projects



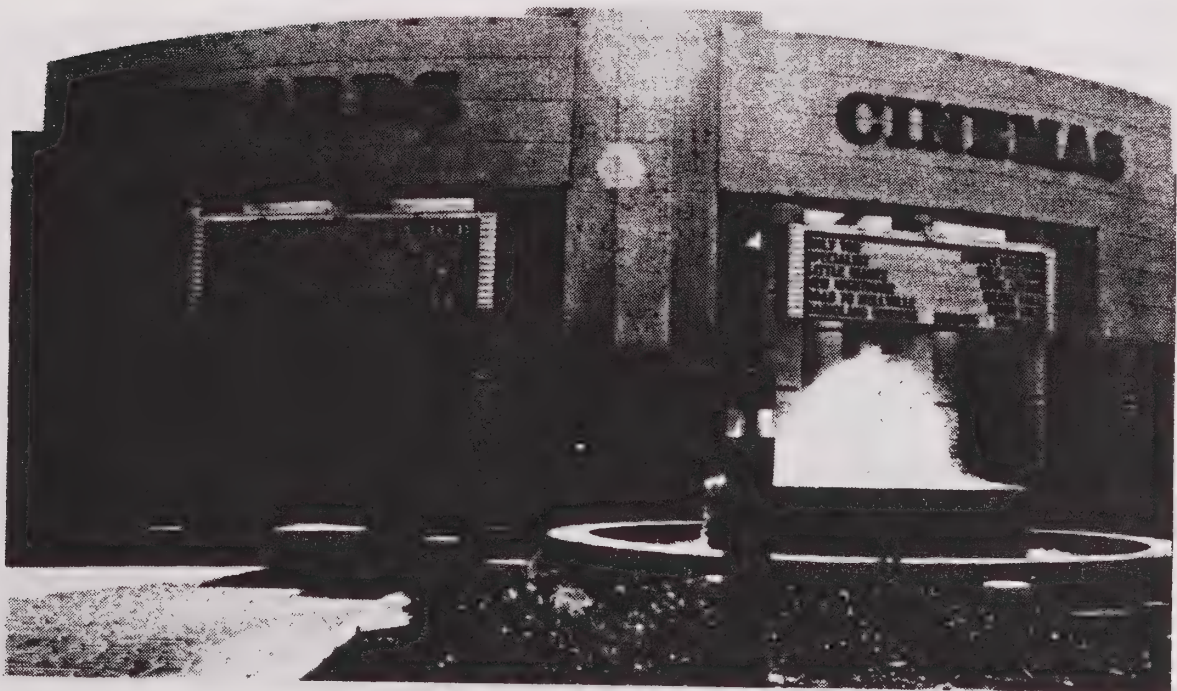
The University Bookshoppe - Downtown Business Partnership: Grants and Facade Restoration



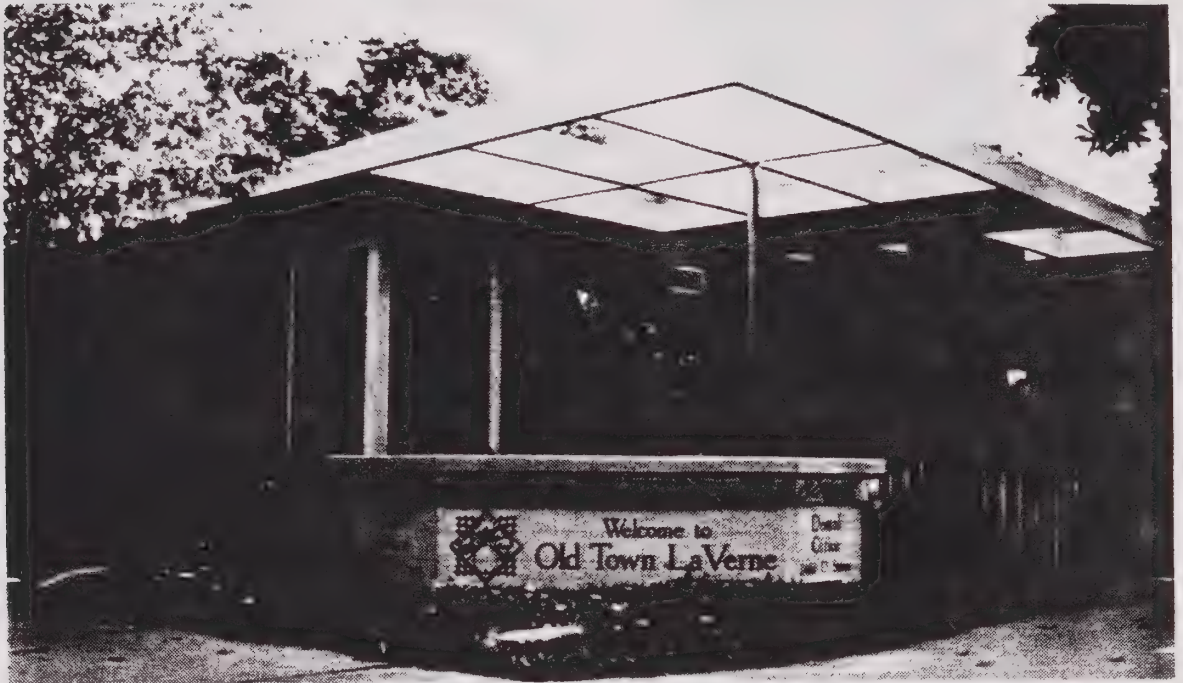
The Koll Business Center - Economic Development: New Industrial/Business Park



Old Towne Square - Downtown Business Partnership: New Commercial Development



Edwards Cinema - Economic Development: New Commercial Development



Dental Office - Downtown Business Partnership: Grants and Facade Restoration



Downtown Alley Mural - Downtown Business Partnership: Grants and Facade Restoration and Historic Preservation Program

3.0 FIVE-YEAR PROGRAM

The Agency's principal goals and objectives for the Central City Project Area over the next five year period will continue to focus upon economic development in order to alleviate conditions of economic blight. Redevelopment activities to accomplish this goal include building rehabilitation programs, the development of vacant or underutilized parcels, and other businesses incentives. Housing is also a significant concern in the City, and the Agency will remain dedicated to constructing, maintaining, and preserving affordable residential units. Because of its ability to provide relief for both economic and physical blight, infrastructure upgrades will continue throughout the Project Area.

3.1 ECONOMIC DEVELOPMENT

According to the La Verne Comprehensive General Plan, one of the primary economic issues in the City is that economic development activities must be coordinated. With the Redevelopment Plan for the Project Area expiring in 2017, such a coordinated effort would help achieve the City goal of getting "the most 'economic mileage' from the remaining time" of the Plan. Specific economic development policies were adopted in 1989 as part of the La Verne Comprehensive General Plan.

In addition, an Economic Development Action Plan was created after the appointment of the City Manager as Economic Development Administrator, and after the implementation of the policies of the Comprehensive General Plan and the Five-Year Strategic Plan.

The purpose of the Economic Development Action Plan is to:

- Identify and program all of the economic development actions proposed
- Identify additional strategies which may be utilized
- Target these strategies to the areas and in the time frame which will yield the greatest long-term benefit to the City

Table 2 lists each strategy from the Economic Development Action Plan and provides a brief description of the status as of 1994. The complete Economic Development Action Plan is attached to this Implementation Plan as Appendix A.

Table 2
La Verne Redevelopment Implementation Plan
GENERAL PLAN ECONOMIC DEVELOPMENT POLICIES

STRATEGY	AREA	STATUS
C-1 Small Business Incubation	Citywide	Completed 3/91
C-2 Sign Ordinance Review/Revision	Citywide	Completed 10/92
C-3 Redevelopment Agency Assistance	Citywide	Ongoing
C-4 Architectural/Design Assistance	Citywide	Ongoing
C-5 Aggressive Business Recruitment/ Processing Assistance	Citywide	Underway
C-6 Citywide Marketing Program	Citywide	Ongoing
C-7 Broader Use of Requests for Proposals, Exclusive Negotiating Rights and Disposition Development Agreements	Citywide	
C-8 Technical Cleanup to Redevelopment Plan	Citywide	Completed 6/94
C-9 Technical Assistance	Citywide	
C-10 Ombudsman Program	Citywide	Ongoing
C-11 Entry Sign Program	Citywide	3 Completed, 1 Pending, and 6 Planned
F-1 Architectural/Financial Assistance Toward Revitalizing Older Shopping Centers	Foothill	On hold
F-2 Alpha Beta/Klein Property Linkage	Foothill	In negotiation
F-3 Interparcel Access: Stater Bros. Center	Foothill	In negotiation
F-4 RFP: Klein Property	Foothill	In negotiation
F-5 Joint Venture Development	Foothill	Under consideration
F-6 Business Improvement District or Marketing Association	Foothill	Pending
F-7 Merchants Survey	Foothill	Pending
F-8 Marketing; Targeted Sites	Foothill	Ongoing
D-1 Small Business Partnership	Oldtown	Ongoing
D-2 Demonstration Project	Oldtown	Completed 3/91
D-3 Oldtown (Lordsburg) Specific Plan Update	Oldtown	Completed 6/92
D-4 Masonry Building Reinforcement	Oldtown	Ongoing
D-5 Revised Sign Regulations	Oldtown	Completed 6/92
D-6 Revised Parking Standards	Oldtown	Completed 6/92
D-7 Expanded Marketing and Promotions	Oldtown	Ongoing
D-8 Downtown Shopping Guide	Oldtown	On hold
D-9 Merchant Training Program in Merchandising and Marketing	Oldtown	Pending
I-1 Industrial Specific Plan Cleanup	Industrial	Completed 6/91
I-2 Operations and Maintenance CFD: Police and Fire Protection	Industrial	Completed 6/91
I-3 Wheeler Avenue Extension	Industrial	Pending
I-4 Brackett Field Development	Industrial	Ongoing
I-5 Sewer Extensions/Development	Industrial	Ongoing
I-6 Expanded Graffiti Removal Program	Industrial	Completed 6/91
I-7 Hotel/Motel Development	Industrial	On hold
I-8 Arrow Highway Landscaping	Industrial	Ongoing
I-9 Land Assembly	Industrial	Ongoing

Specific economic development programs and activities enacted by the Agency include:

Owner Participation Agreements - More than 60 owner participation agreements have been initiated since 1978. These agreements have primarily related to Agency assistance for infrastructure improvements. A complete list of agreements is attached to this Implementation Plan as Appendix B.

Grants - More than 35 grants have been awarded since 1984 for business incubation, retention, and expansion. These programs included facade renovations, public art, pedestrian amenities, signage improvements, and payment of fees and charges. The Agency will continue to explore the use of grants in the future.

Fee Adjustments - All processing and impact fees can be reduced up to 30% for economic development projects that meet one or more of the following objectives:

1. Any projects generating more than 100 new, permanent jobs.
2. Any project that adds more than \$100,000 in projected annual sales tax revenues to the City's general fund.
3. Any project that adds more than \$100,000 in additional tax increment revenue received by the La Verne Redevelopment Agency after the County/taxing entities' share has been distributed.
4. Any project that provides 10 or more units to families falling below the County median income level in accordance with applicable State/Federal housing guidelines.
5. Any project that converts an historic or potentially significant structure for adaptive reuse as a revenue-generating commercial enterprise or affordable housing project meeting specific general plan targets for affordable housing production and cultural resource preservation.

Mills Act - The Mills Act enables property owners to enter into 10-year contracts for historical properties. The owners agree to maintain and, if necessary, rehabilitate their historic structures for a savings of property taxes through a "capitalization of income" method of determining property values. The Mills act contract renews itself annually, so the owner is always 10 years from termination unless a notice of nonrenewal is filed.

Architectural Assistance Program - Provides free architectural or technical assistance through the City's design-authorized architect, seismic engineer, or historic preservation staff. This

program is available to those in the Project Area and cannot exceed five total hours.

Future Activities - The current economic instability of the region requires that the Agency prepare for and adjust to all possible situations. Therefore, the future activities of the Agency must remain flexible and open throughout the life of this Implementation Plan. Nonetheless, potential sites for future commercial and industrial development have been identified and are listed in the economic development matrix (see Table 3). The Agency will be exploring ways to provide assistance to help alleviate blight throughout the Project Area.

Table 3 below summarizes the above projects, and indicates which blighting conditions will then be alleviated, and which goals will then be satisfied.

Table 3
La Verne Redevelopment Implementation Plan

**GOALS ACHIEVEMENT MATRIX:
ECONOMIC DEVELOPMENT PROGRAMS**

<i>Activity</i>	<i>Satisfies Goal No.*</i>	<i>Blight Condition to be Alleviated**</i>
Owner Participation Agreements	1,2,3,4,5,6,7,8,9,10,12,13,15	All
Grants	2,6,7,9,13,15	All
Fee Adjustment	2,3,6,9,13,14,15	All
Mills Act	1,3,4,7,12,16	A,D,E,I,K,O,P
Architectural Assistance Program	1,3,4,5,7,8	A,B,E,H,S
FUTURE COMMERCIAL & INDUSTRIAL SITES:		
Foothill between Wheeler and Damien	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
Foothill at Emerald	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
Foothill at Fruit	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
Foothill at White	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
White at Durward	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
Foothill at Towne Center	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
White north of Foothill	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
Foothill at Wheeler	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
Miscellaneous infill projects	1,4,5,6,7,8,9,11,13,16	C, G, I, K, Q, T, U
San Dimas Canyon at Palomares	1,4,5,6,7,8,10,11,13,16	C, G, I, K, Q, T, U
Fairplex at Wright	1,4,5,6,7,8,10,11,13,16	C, G, I, K, Q, T, U
Brackett Field adjacent	1,4,5,6,7,8,10,11,13,16	C, G, I, K, Q, T, U

* As listed in Section 2.1.3

** As listed in Section 2.1.1

3.2 PUBLIC IMPROVEMENTS

The Agency has already completed several million dollars worth of capital improvements in the Project Area in order to alleviate blight and stimulate growth. Table 4 summarizes and prioritizes the projects identified in the Capital Improvement Plan (CIP), and indicates which blighting conditions will then be alleviated, and which goals will then be satisfied. Approximate project costs are also presented for each redevelopment activity. Those projects that are not listed in the CIP but are included in the Redevelopment Plans for the original Project Area and Amendment Area No. 1 are:

Street Improvements

- D Street from Bonita Avenue to 8th Street
- D Street from Peyton Road to Foothill Boulevard
- B Street from Peyton Road to Kendrick Street
- 8th Street from Bolling Avenue to White Avenue
- Foothill Boulevard from White Avenue to eastern City limit
- San Dimas Canyon Road from Puddingstone Drive to Arrow Highway
- Puddingstone Drive from Park Avenue to San Dimas Canyon Road
- Bonita Avenue from Damien Avenue to Palomares Street
- Palomares Street, south side from Damien Avenue to Wheeler Avenue
- 3rd Street from Wheeler Avenue to A Street
- Medians on Arrow Highway
- Street extension of A Street from Arrow Highway to Puddingstone Drive and E Street from Puddingstone Drive to railroad crossing
- Pedestrian signals at the intersection of Park Avenue and Bonita Avenue
- San Dimas Canyon Road railroad crossing
- A Street extension railroad crossing
- E Street railroad crossing
- Foothill Boulevard sidewalk, drainage and street lighting, west of Wheeler Avenue
- 7th Street alley from B Street to D Street
- 2nd Street alley from Park Avenue to B Street
- 3rd Street alley from Park Avenue to E Street
- 5th Street alley from Glenfield Avenue to Wheeler Avenue
- 3rd Street alley from White Avenue to I Street
- Bonita Avenue alley from White Avenue to I Street
- Bonita Avenue from White Avenue to Moss Circle
- 5th Avenue from White Avenue to Moss Circle
- 6th Street from G Street to I Street

- 7th Street from E Street to White Avenue
- 5th Street from Park Avenue to A Street
- 3rd Street from Esther Avenue Wheeler Avenue
- Wheeler Avenue from Bonita Avenue to 5th Street
- Southeast corner of White Avenue and 1st Street
- 2nd Street from D Street to E Street
- 3rd Street from B Street to D Street
- 5th Street from E Street to White Avenue
- 6th Street from C Street to D Street
- 6th Street pedestrian bridge

Drainage

- D Street from Peyton Road to Foothill Boulevard
- Bonita Avenue from Glenfield Avenue to Palomares Street

Water and Sewer Mains

- Intersection of Puddingstone Drive and Park Avenue
- Park Avenue to Arrow Highway

The projects listed above are designed to stimulate economic development by addressing the blight characteristics of lack of public improvements, stagnant and unproductive condition of land, declining economic conditions, depreciated values, circulation problems, poor accessibility, exposed utility lines, obsolete planning practices, and police and fire problems. However, they are not likely to be implemented in the next five years. The projects that are scheduled for implementation, as listed in the CIP, are included in Table 3 below. Note that these projects could be implemented even though not listed in the CIP if findings contained later in this section are made.

Table 4
La Verne Redevelopment Implementation Plan

GOALS ACHIEVEMENT MATRIX: CAPITAL IMPROVEMENT PROJECTS

<i>Improvement</i>	<i>Priority*</i>	<i>Budget Year</i>	<i>Amount</i>	<i>Satisfies Goal No.**</i>	<i>Blight Condition to be Alleviated***</i>
COMMUNITY FACILITIES					
Re-roof Public Safety Facilities	4	FY96-97	\$40,000	12	D
Remove underground tanks (9)	2	FY95-98	300,000	1,4,7,9,10,14	G, H, K
Construct monument signs (10)	4	FY96-98	150,000	1,6,7,8,9,10,12	I, K, J, L
STREETS					
Incorporate Deferred Pavement Management Program	2	FY93-98	250,000	1,4,5,6,8,9,10	J, L, M, N

Improvement	Priority*	Budget Year	Amount	Satisfies Goal No.**	Blight Condition to be Alleviated***
Improve Arrow Highway/D Street	3	FY95-96	50,000	1,4,5,6,8,9,10	J, L, M, N
Rubberize various rail crossings	2	FY95-98	300,000	1,4,5,6,8,9,10	J, L, M, N
Improve B Street	2	FY95-98	300,000	1,4,5,6,8,9,10	J, L, M, N
Widen Emerald Bridge	3	FY96-97	500,000	1,4,5,6,8,9,10	J, L, M, N
Improve 6th Street	4	FY95-97	200,000	1,4,5,6,8,9,10	J, L, M, N
Improve 8th Street	4	FY95-97	300,000	1,4,5,6,8,9,10	J, L, M, N
Construct Baseline Road median	4	FY97-98	140,000	1,4,5,6,8,9,10	J, L, M, N
Construct Wheeler Avenue median	4	FY97-98	130,000	1,4,5,6,8,9,10	J, L, M, N
Improve Wheeler Avenue/Arrow Highway signals	1	FY96-97	430,000	1,4,5,6,8,9,10	J, L, M, N
PARKS					
Repair various park facilities	2	FY95-98	30,000	1,4,5,6,8,9,10,11	J, L, M, N
LANDSCAPE					
Improve downtown	2	FY94-95	50,000	1,4,5,6,8,9,10	J, L, M, N
Improve Foothill Boulevard median	3	FY95-97	240,000	1,4,5,6,8,9,10	J, L, M, N
Improve Arrow Highway	3	FY96-97	15,000	1,4,5,6,8,9,10	J, L, M, N
Improve Orange Street	4	FY97-98	80,000	1,4,5,6,8,9,10	J, L, M, N
EQUIPMENT					
Inventory mapping and database	4	FY94-97	100,000	12,14	S
Replace computer system at City Hall (Agency's share)	3	FY97-98	100,000	12	S
FOOTHILL SPECIFIC PLAN					
Improvements funded at project level without Agency assistance	n/a	n/a	n/a	n/a	n/a
LORDSBURG SPECIFIC PLAN					
Improve downtown landscaping	3	FY94-95	30,000		
Redesign Mainiero Square		FY94-95		1,3,6,7,8,12,16	A,B,D,G,I,K,M,N,O,P,S
Incorporate URM/Facade Renovation Program				1,3,6,7,8,12,16	A,D,K,O,P,S
Develop Transportation Square		FY94-95		1,3,6,7,8,12,16	A,B,D,G,I,K,M,N,O,P,S

*1-4 with 1 being the highest priority

**As listed in Section 2.1.3

***As listed in Section 2.1.1

The Agency has identified the improvements shown above as those that represent the major short-term opportunities to address remaining blighting conditions in the Project Area and implement the overall redevelopment programs identified in Section 3.1. During the five-year term of this Implementation Plan, other public and private projects may be judged to be both feasible and worthwhile. It is likely that new development opportunities will arise once the proposed projects begin to have a positive effect on

the community. It will be necessary for the Agency to respond quickly to evaluate such opportunities and, if appropriate, to incorporate them into the overall program.

Whether or not listed above, specific public improvements may be constructed or funded by the Agency during the period covered by this Implementation Plan, if the Agency finds that:

1. The goals and objectives of this plan are furthered.
2. Specific conditions of physical or economic blight within the Project Area will be mitigated in whole or in part through construction of the project.
3. Specific conditions relative to a development project, including the financial feasibility thereof, require that the public improvement project be constructed at the time in question.

3.3 FUNDING SOURCES

The Agency has identified several major sources of funds for the programs and activities planned over the next five years in the Project Area. These funding sources include:

- Sale of tax allocation bonds, certificates of participation, or other financing supported by tax increment revenues from the Project Area.
- Tax increment revenues over and above the amounts required to cover debt service and other ongoing obligations. As shown in Table 5, there may be a net deficit of \$234,000 in funds available for non-housing projects over the next five year period.
- Proceeds from land sales to private developers for purposes of implementing specific redevelopment projects.
- Community Block Development Grants (CDBG).
- Loans and advances from the City of La Verne.

Table 5
Laverne Redevelopment Agency
IMPLEMENTATION PLAN
TAX INCREMENT PROJECTIONS

Central City Redevelopment Project Area								
Year	Gross Tax Increment @4% Annual Growth Rate(1)	Low Mod Housing Fund	Pass Through Payments(2)	Other Allocations (3)	Net Tax Increment	Other Revenue(4)	Net Annual Revenue	Cumulative Net Revenues(5)
1994-'95	\$3,401,000	\$680,000	\$1,976,000	\$1,434,000	(\$689,000)	\$410,000	(\$279,000)	(\$174,000)
1995-'96	\$3,537,000	\$707,000	\$2,055,000	\$1,325,000	(\$550,000)	\$410,000	(\$140,000)	(\$314,000)
1996-'97	\$3,679,000	\$736,000	\$2,137,000	\$1,375,000	(\$569,000)	\$410,000	(\$159,000)	(\$473,000)
1997-'98	\$3,826,000	\$765,000	\$2,223,000	\$1,425,000	(\$587,000)	\$410,000	(\$177,000)	(\$650,000)
1998-'99	\$3,979,000	\$796,000	\$2,311,000	\$1,325,000	(\$453,000)	\$410,000	(\$43,000)	(\$693,000)
Totals ('94/'95-'98/'99)		\$3,684,000					(\$798,000)	

- (1)Includes tax increment flow from all portions of the Central City Redevelopment Project Area, including Amendment Area No. 3.
 (2)Includes contractual 58.3% pass through payment to Los Angeles County from original Central City Redevelopment Project Area and Amendment Area No. 1, and mandatory 25% pass through payment to all taxing agencies from Amendment Area No. 3.
 (3)Includes debt service, operating costs, and ERAF payments. Taken from assumed operating costs of \$350,000 and debt service costs of \$975,000 and \$1,075,000 per year. One time ERAF payment \$63,000 in 1994/95.
 (4)All revenue sources other than tax increment. This includes \$400,000 in proceeds from City loans and \$10,000 in interest income.
 (5)Includes unreserved balance from prior years (\$105,000). This is the amount that would be available after all existing obligations and mandatory set asides are met.

Source: City of La Verne, 1994/95 Budget and 1993 Annual Report.

4.0 HOUSING PRODUCTION PROGRAM

Agency residential programs focus on owner-occupied and renter-occupied rehabilitation, rather than new construction. This is because about 92% of the available residential land in the City is designated for Low Density uses on hillsides where grading and retention costs price these units beyond reach of the average home buyer. As a result, it will be imperative that the Agency direct its housing monies toward the preservation of existing units.

Several affordable housing projects are located in the Project Area, including two federally assisted apartments, three mobile home parks, and the single family homes in the Puddingstone Drive area that were built with Agency assistance. Providing housing for low- and moderate-income families is a high priority, especially in La Verne where over one-third of all the City's households are headed by someone over 65. Loans, grants, and rent control programs that are funded by the Agency along with Community Development Block Grants have been successful in the Project Area and will continue to be used.

4.1 BASIC REQUIREMENTS

In addition to the redevelopment implementation programs described above, the CRL requires that each implementation plan contain a 5-year housing production program that shows how the Agency will address Sections 33334.2, 33334.4, 33334.6, and 33413. Specifically, the production program must show the number of housing units to be developed, rehabilitated, price-restricted, otherwise assisted, or destroyed. In addition, the housing production program must describe the Agency's plans for using its annual deposits in the Low- and Moderate-Income Housing Fund.

Sections 33334.2 and 33334.6, among other matters, oblige the Agency to establish a Low- and Moderate-Income Housing Fund for the purposes of increasing, improving and preserving the City's supply of low- and moderate-income housing. Section 33334.4 states that it shall be the policy of each redevelopment agency to use the Low- and Moderate-Income Housing Fund to, "... assist housing for persons of low and very low income in at least the same proportion as the total number of housing units needed for those income groups which are not being provided by other governmental programs bears to the total number of units needed

for persons of moderate-, low- and very-low-income within the community.”

Finally, Section 33413 establishes various housing production requirements, including standards for replacing housing units lost as a result of Agency activities, standards for the production of low and moderate income housing units provided by parties other than the Agency, the ratio of very low income housing units to low- and moderate-income housing units produced in any project area, the length of time that units must be affordable, and requires the preparation of a plan showing how the requirements of Section 33413 will be met (an “AB315” plan).

The following sections summarize general issues relative to low- and moderate-income housing in the City of La Verne, detailed housing production requirements, housing production in the Project Area, identified inclusionary housing needs, projected housing needs through the five-year planning period, replacement housing needs, current housing programs, and a five-year production plan.

4.2 HOUSING PRODUCTION REQUIREMENTS

Besides replacement housing (see Section 4.4 below) CRL Section 33413 has two basic inclusionary housing production requirements.

1. At least 30 percent of all new or substantially rehabilitated dwelling units developed by the Agency must be available to persons or families of low- or moderate-income. Of these, 50 percent must be available to very-low-income households. This requirement would apply to housing developed directly by the Agency, but not to housing projects developed by a private party under an agreement with the Agency.
2. At least 15 percent of all new or substantially rehabilitated dwelling units developed by parties other than the Agency shall be available at affordable costs to persons or families of low- or moderate-income. Of these, 40 percent must be available at affordable costs to very-low-income households. This requirement applies in the aggregate, and not to each individual housing development project. These low- and moderate-income dwelling units may be provided outside the Project Area, but will only be counted on a two for one basis. In other words, if the Agency has an inclusionary housing need of 10 units inside the Project Area, then 20 units outside the

Project Area would satisfy the overall requirement on a two-for-one basis.

Only low- and moderate-income housing units whose affordability is guaranteed over the long term may be counted in meeting these requirements. For the purposes of this plan, long-term affordability is defined as affordable until the expiration date of the Redevelopment Plan, except as otherwise required by the CRL.

4.3 PAST AND PROJECTED HOUSING PROGRAMS

At the time its adoption, the original Project Area had 839 dwelling units, while Amendment Area No. 1 had 1,961. Since then, 395 new dwellings have been constructed in the original Project Area, while 26 were constructed in Amendment Area No. 1. Based on currently approved, but unbuilt, housing projects in the original Project Area and Amendment Area No. 1, an additional 70 units should be constructed during the next five year period. No additional new construction or substantial rehabilitation is expected during the subsequent 5 years, because both the original Project Area and Amendment Area No. 1 are built out.

4.3.1 Existing and Projected Affordable Housing Programs

In recent years, the emphasis of the City's and the Agency's affordable housing program has been on retaining the existing stock of low and moderate income units, while expanding the stock of moderate income ownership units through the purchase of "silent" second trust deeds and long term affordability restrictions. Active programs include:

Mobile Home Park Rent Control Program - The City of La Verne enforces a mobile home rent control ordinance that regulates rent increases in eight mobile home parks with an estimated 1,753 spaces. This long-term program limits rent increases for occupied units to rises in the Consumer Price Index, while rent increases for vacant units are limited to 7% or \$34, whichever is greater. Additionally, mobile home parks in the Mobile Home Park Zone may not convert to other uses or to other forms of ownership without a public hearing. This program is intended to retain the long-term affordability of the City's mobile home parks, and thus could be counted towards meeting the

Agency's inclusionary housing requirements pursuant to CRL Section 33413(b)(2)(v)(B) and (C).²

Housing Rehabilitation Program - The La Verne Redevelopment Agency operates a program to assist low income households by providing home improvement grants and loans. Grants are available up to \$5,000 and loans are available up to \$10,000. Most improvements consist of roofs, plumbing, electrical repairs and other health and safety items. During the last five years, the Agency has assisted 222 units City-wide under this program, including 103 in the Central City Redevelopment Project Area. While helping to preserve the quality of the low income housing stock, this program does not qualify as inclusionary for the purposes of CRL Section 33413, because long-term affordability covenants are not obtained.

La Verne-Grand Terrace Single Family Residential Mortgage Revenue Bonds - In 1984, the La Verne Redevelopment Agency and the Grand Terrace Redevelopment Agency issued \$38,625,000 in bonds secured by low interest mortgages for moderate income households. Proceeds from these bonds were used to write down the cost of 200 units in the Puddingstone Village development and 12 units in the Emerald Crest development. An additional 117 units were assisted in Grand Terrace. The 212 units assisted through this program in La Verne are included in the Agency's inclusionary housing program, because at the time the bonds were issued they met all the inclusionary housing requirements of the CRL then in effect.

Moderate Income "Silent Second" Program - The Agency and the City recently began purchasing or otherwise acquiring second trust deeds for up to 5 units per year in order to expand the moderate income housing stock. Average "buy downs" are \$20,000 with long term deed restrictions. The depth of assistance and the exact terms of long term affordability restrictions are negotiated on a project-by-project basis. To date, six units have been set aside (but not yet constructed).

To supplement its existing programs, the Agency is presently in the process of implementing several new low- and moderate-income housing programs, including:

² Table 6, *Inclusionary Housing Construction Estimates Since Project Adoption and Housing Needs Projections*, does not include any units preserved under this program, because the affordability status of these units is not presently known.

Mobile Home Park Purchase - The Agency and the City of La Verne are in the process of assessing the feasibility of purchasing or participating in the purchase of a mobile home park using Low and Moderate Income Housing Fund resources, and reselling the park to a qualifying entity with appropriate deed restrictions to preserve or even extend low income housing opportunities. While it is estimated that at least 50 low income housing units could be made available, planning for this program is only in its preliminary stages. Implementation of this program will help meet the Agency's inclusionary housing requirements for very-low-income households.

Age-Restricted Complex - The Agency is in the very early stages of evaluating the feasibility of assisting in the development of a 98-unit age-restricted housing project in the Project Area's Amendment No. 3.³ There are at present no estimates of the number of low- or moderate-income housing units that could be made available through this program, but the Agency's goal is for 15 to 20 units very low income units.

Scattered Site Housing Assistance - The Agency is presently in the early stages of evaluating the feasibility of providing limited rental assistance to individual low and very low income households in the form of housing assistance payments. Based on an average subsidy of \$5,000 per year, 15 families could be assisted for an average annual cost of \$60,000. This program would work very similarly to the popular HUD Section 8 existing construction program.

Additional Housing Element Programs - The City of La Verne's Comprehensive General Plan's Housing Element is presently being updated and revised. The revised element will contain a list of candidate housing programs that could be used to augment, or in some cases supplant, the programs described above.

Whether or not listed above, specific housing programs may be constructed or funded by the Agency during the period covered by this Implementation Plan, if the Agency finds that the goals and objectives of this Plan are furthered.

³ This Implementation Plan does not include Amendment Area No. 3 in that it was adopted after January 1, 1994, and contains its own implementation plan.

4.3.2 Replacement Housing Needs

In the event that dwelling units affordable by low- or moderate-income households are destroyed or otherwise removed from the housing stock (e.g., converted to an office or a shop) in the Project Area, then the Agency must replace these units in four years with equivalent or better units. This requirement applies only if the development project in question is subject to a written agreement with the Agency or if financial assistance has been provided by the Agency. Unassisted private development in the Project Area does not trigger this requirement.

At present, the Agency has no plans to enter into a written agreement, or to provide financial assistance to any development in any of the Project Areas that would result in the removal of affordable low- and moderate-income units from the housing stock. Likewise, the Agency does not anticipate having to enter into any such agreements that could cause the loss of units from the low- and moderate-income housing stock.

However, the potential for the loss of affordable units does exist in the largely residential precincts of the original Project Area and Amendment Area No. 1. If direct Agency actions should result in the loss of affordable housing units in any portion of the Central City Redevelopment Project Area, then such units shall be replaced within four years by equivalent or better dwellings affordable to low- and moderate-income households. Such replacement shall be in accordance with the CRL, the City of La Verne *Comprehensive General Plan*, and any other applicable statute. Replacement housing may be funded through use of the Low- and Moderate-Income Housing Fund, or other sources of funds as permissible and appropriate.

4.4 FIVE AND TEN-YEAR HOUSING PRODUCTION PLAN

4.4.1 Current and Projected Inclusionary Housing Needs and Production

This section estimates current and projected inclusionary housing needs over the next five- and ten-year periods based on the requirement that in the aggregate at least 15% of all new construction or major rehabilitation in the Project Area be affordable by persons or households of low- or moderate-income. Of this 15%, 40% must be available at affordable costs to very-low-

income households that make 50% or less of the County's median income.

Table 6
La Verne Redevelopment Agency
IMPLEMENTATION PLAN
**INCLUSIONARY HOUSING CONSTRUCTION ESTIMATES SINCE PROJECT ADOPTION
AND HOUSING NEEDS PROJECTIONS**

PROJECT AREA	DWELLING UNITS (1)	LOW AND MODERATE INCOME UNITS (15% TOTAL UNITS)			VERY LOW INCOME UNITS (40% OF LOW TO MODERATE INCOME UNITS)		
		REQUIRED	ACTUAL PROVIDED	SURPLUS (DEFICIT)	REQUIRED	ACTUAL PROVIDED	SURPLUS (DEFICIT)
ORIGINAL PROJECT AREA							
New Construction (2)	395	59	212	153	24	0	(24)
5-Year Projected New Construction(3)	70	11	6	(5)	4	0	(4)
10-Year Projected New Construction	0	0	0	0	0	0	0
Total Housing	465	70	218	148	28	0	(28)
AMENDMENT AREA NO. 1							
New Construction	26	4	0	(4)	2	0	(2)
5-Year Projected New Construction(3)	0	0	0	0	0	0	0
10-Year Projected New Construction	0	0	0	0	0	0	0
Total Housing	26	4	0	(4)	2	0	(2)
TOTAL ALL AREAS							
New Construction	421	63	212	149	25	0	(25)
5-Year Projected New Construction(3)	165	11	6	(5)	4	0	(4)
10-Year Projected New Construction	0	0	0	0	0	0	0
Total Housing	491	74	218	144	29	0	(29)
OTHER AGENCY HOUSING PROJECTS							
Silent Second Program	10	N/A	10	N/A	N/A	0	N/A
Mobile Home Park Conversion	50	N/A	0	N/A	N/A	16	N/A
Age-Restricted Complex	98	N/A	0	N/A	N/A	15	N/A
Scattered Site Housing Assistance	15	N/A	0	N/A	N/A	15	N/A
Total	173	N/A	10	N/A	N/A	46	N/A
NET LOW AND MODERATE INCOME HOUSING NEEDS (5-YEAR PROJECTION)							
With Existing Units	N/A	63	212	149	25	0	(25)
With Proposed New Construction (4)	N/A	11	6	(5)	4	0	(4)
Other Agency Housing Projects	N/A	N/A	10	10	N/A	46	46
Total	N/A	74	228	144	29	46	17

(1) Existing unit counts based on data provided by HdL/Coren and Cone, 1994, from County of Los Angeles Assessor's Office. Data for substantially rehabilitated dwelling units unavailable.

(2) Includes 212 moderate income units financed through the 1984 La Verne-Grand Terrace Housing Finance Agency Single Family Residential Mortgage Revenue Bonds.

(3) Based on approved but housing unbuilt projects. No new residential construction is expected after the next five year period.

(4) Note that not more than 50% of all inclusionary housing requirements may be met through the purchase of affordability covenants or restrictions on existing multiple family units (Section 33413(b)(2)(v)(C)). Thus, the possible mobile home park conversion program may only be applied towards 16 of the current and projected 33 low income unit inclusionary deficit.

As shown in Table 6, current inclusionary housing needs for the Project Area are 63 units, based upon a 15% share of the 421 dwellings that have been constructed in the original Project Area and Amendment Area No. 1 since their adoption. Of these 63

units, 25 are required to be available for very low income households. New construction over the next five years in the original Project Area will boost total housing to 491 units, with a total inclusionary housing requirement of 74, 29 of which should be available to very-low-income households. As a result of the 212 units provided by the 1984 mortgage revenue bond, there is now a surplus of 149 inclusionary units. However, a net deficit of 28 units remains for very-low-income units, because past and present programs have focused on moderate income housing. Future programs, if implemented, could change the deficit in very low income inclusionary housing to a surplus of 17 units over the next five years. In short, the Agency more than meets its statutory inclusionary housing requirements for low and moderate income households.

Potential future programs such as the age-restricted complex discussed in Section 4.3.1 above may alleviate this short fall in very low income housing units by setting aside, on a long-term basis, at least 20% for very-low-income households. Rents for these set-aside units could be assisted under existing federal Section 8 rent subsidy programs. In addition, the proposed scattered site housing assistance program is intended to provide rental assistance to low and very low income households throughout the City. Taken together, it is estimated that these two programs will provide long-term assistance to 30 very low income households. (Note that over 150 units are assisted in this manner throughout the City of La Verne.)

In addition to the specific programs listed above, the Agency will continue to work with individual developers on a case-by-case basis to assist in the provision of low- and moderate-income units. The Agency shall also cooperate with the City in providing resources to meet City-wide Housing Element goals and objectives.

4.4.2 Resource Availability

As shown in Table 5, it is anticipated that the Agency will deposit approximately \$3.7 million into the Low- and Moderate-Income Housing Fund during the next five years. As of June 30, 1994, the Low- and Moderate-Income Housing Fund had an unencumbered balance of \$897,668. Based on these data, the Agency will have total resources of approximately \$4.6 million for use in providing low- and moderate-income housing over the next five year period.

Table 7
La Verne Redevelopment Agency
IMPLEMENTATION PLAN
HOUSING PRODUCTION AND ASSISTANCE SCHEDULE
AND COST ESTIMATES

Program Name	Annual Housing Production and Assistance Estimates (Units)					
	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Silent Second Program (1)	6	0	0	4	0	10
Mobile Home Park Conversion (2)	0	50	0	0	0	50
Rehabilitation Grants (3)	40	40	40	40	40	200
Age-Restricted Complex (4)	0	0	0	0	15	15
Scattered Site Assistance (5)	0	15	15	15	15	15
Totals	46	105	55	59	70	290
	Estimated Expenditures (\$000s)					
	1994/95	1995/96	1996/97	1997/98	1998/99	Total
Silent Second Program (1)	120	-	-	80	-	200
Mobile Home Park Conversion (2)	-	2,100	-	-	-	2,100
Rehabilitation Grants (3)	150	150	150	150	150	750
Age-Restricted Complex (4)	-	-	-	-	600	600
Scattered Site Assistance (5)	-	60	60	60	60	240
Administration and Overhead	40	340	20	30	20	450
Total	310	2,650	230	320	830	4,340

(1) Assumes subsidy of \$20,000 per unit and 5 units per year.

(2) Assumes 50 mobile home units are deed restricted for very low income households at \$20,000 per unit.

(3) Assumes average rehabilitation grant value of between \$3,500 and \$4,000 based on past averages. Not a part of the Agency's inclusionary housing program.

(4) Assumes write-down of \$40,000 per unit with long-term affordability restrictions for very low income households.

(5) Housing assistance payments to 15 units per year @ \$5,000 per unit.

Note that these are estimates only, and actual values will vary significantly based on actual development rates, tax increment receipts and the general state of the economy.

As is apparent from Table 7, the Low- and Moderate-Income Housing Fund's resources will be \$4.6 million during the next five years, while \$4.3 million in identified housing production or rehabilitation programs using Agency funds can be expected. This will leave a surplus of approximately \$0.3 million for other as yet unidentified new construction or rehabilitation assistance programs. Such programs could include the mobile home rehabilitation, assistance to very-low-income age-restricted housing development, or other housing programs as they are identified, including those listed as Housing Fund Options in Appendix C.

4.5 RELATIONSHIP TO HOUSING ELEMENT AND REGIONAL HOUSING NEEDS

4.5.1 Relationship to Regional Housing Needs

The development and/or preservation of affordable low- and moderate-income housing opportunities helps address regional housing needs by increasing the availability of local affordable housing opportunities. The Southern California Association of

Governments indicates that very low income households (making less than 50% of the County's median income) account for 28.5% of all La Verne's total need for low- or moderate-income housing units, while 33.9% is accounted for by low-income households (making between 80% and 50% of median income), and 37.6% is accounted for by moderate-income households (making between 80% and 120% of median income).

4.5.2 Relationship to the Housing Element

The Housing Element of the La Verne Comprehensive General Plan establishes general housing policies and programs for the City as a whole. The Redevelopment Plan, and any Agency action pursuant to these plans, must be consistent with the General Plan and its Housing Element. The Housing Element calls for Agency participation in meeting identified City-wide housing needs, including the use of the Low- and Moderate-Income Housing Fund to provide affordable housing opportunities.

By outlining a program to provide inclusionary housing pursuant to CRL Section 33490, this Implementation Plan furthers the goals, objectives and policies of the Housing Element, and is thus consistent with the element.

5.0 ADMINISTRATION

The La Verne Redevelopment Agency shall be responsible for administering this Implementation Plan and for monitoring redevelopment activities or programs undertaken pursuant to this Plan. AB1290 did not change the requirement of the Agency to produce annual reports, budgets, and other administrative activities that are normally part of the Agency's duties. The Implementation Plan will now act as a guide for the Agency as it continues to alleviate blight through economic development, installing and upgrading public improvements, and increasing, improving, and preserving the City's supply of affordable housing.

5.1 PLAN REVIEW

At least once within this Plan's five year term, the Agency shall conduct a public hearing and hear testimony of all interested parties for the purpose of reviewing the adopted Redevelopment Plan and the corresponding Implementation Plan, and evaluating the progress of the Redevelopment Project. The public hearing shall be held no earlier than two years and no later than three years after the date of adoption of this Implementation Plan.

Notice of the public hearing to review the Redevelopment Plan and Implementation Plan shall be published pursuant Section 6063 of the Government Code and posted in at least four permanent places within each Project Area for a period of at least three weeks. Publication and posting of the notice shall be completed not less than 10 days prior to the date set for hearing.

5.2 PLAN AMENDMENT

Pursuant to CRL Section 33490, this Implementation Plan may, from time to time, be amended after holding a public hearing on the proposed amendment.

5.3 FINANCIAL COMMITMENTS SUBJECT TO AVAILABLE FUNDS

The Agency is authorized to utilize a wide variety of funding sources for implementing the Redevelopment Plan. Such funding sources include, but are not limited to financial assistance from the City, State of California, federal government, property tax increments, interest income, Agency bonds secured by tax increment or other revenues, or any other legally available revenue source. Although the sources of revenue utilized by the

Agency are generally deemed to be reliable from year to year, such funds are subject to legislative, program, or policy changes that could reduce the amount or availability of the funding sources upon which the Agency relies.

In addition, with regard to the Agency's primary revenue source, tax increment revenues, it must be noted that revenue flows are subject to diminution caused by events not controlled by the Agency which reduce the taxable value of land or improvements in the Project Area. Moreover, the formulas governing the amount or percentage of tax increment revenues payable to the Agency, may be subject to legislative changes that directly or indirectly reduce the tax increment revenues available to the Agency.

Due to the above-described uncertainties in Agency funding, the Projects described herein and the funding amounts estimated to be available are subject to modification, changes in priority, replacement with another project, or cancellation by the Agency.

5.4 REDEVELOPMENT PLANS CONTROL

If there is a conflict exists between this Implementation Plan and the Redevelopment Plan or any other City or Agency plan or policy, the Redevelopment Plan, plans or policy shall control.

Appendix A - Economic Development Action Plan

1.0 INTRODUCTION

A. BACKGROUND

This action plan is the outgrowth of two separate but parallel efforts: first, the development of an economic development work program beginning in 1986 with the appointment of the City Manager as economic development administrator; and second, the implementation of the City's long-range general plan (1989) and five-year strategic plan (1989, 1990) documents. This is the second edition of the plan, which was first approved in connection with the Council's strategic process in 1991.

1. *Purpose*

The purpose of the action plan is to identify and program all the economic development actions proposed in the parent documents; identify additional strategies which may be utilized; and target these strategies to the areas and in the time frames which will yield the greatest long term benefit to the City.

In addition, the plan focuses on five principal areas of economic development assistance previously identified by the Council as critical to the success of the program:

- Diagnosis and Selection
- Recruitment and Retention
- Planning and Infrastructure
- Process

2. *Organization*

The plan is organized into the following components:

- City-wide strategies, which apply in more than one geographic area or have a City-wide impact;
 - District strategies, keyed to each of the key commercial and industrial development areas identified by the general plan:
 - Foothill Boulevard Corridor
 - Oldtown La Verne
 - Industrial Specific Plan Corridor
-

3. *Existing Goals and Objectives*

The following economic development goals and objectives are identified in both the comprehensive general plan and the current (1990) edition of the strategic plan.

- Broaden the employment base by creating an additional 5000 jobs within the City.
- Invest La Verne's savings account wisely to improve the quality of life for all residents. Ensure that vacant lands are developed with needed uses. Preserve property values by requiring property maintenance of existing commercial, office, and industrial buildings.
- Increase City retail sales tax revenues by fostering commercial development.
- Insure that future residential development is fiscally responsible.
- Revitalize Oldtown La Verne by defining a market theme, strategy, and comprehensive improvement program.
- Get the most "economic mileage" from the time remaining (before the redevelopment agency expires in 2017).
- Develop an economic strategy to forestall decline and revitalize existing properties.

4. *Accomplishments to Date*

Prior to the preparation of the first work program in 1988, City staff, the Council and community leaders identified some of the nuts-and-bolts actions which should precede and inform an economic development strategy. Many of these have now been accomplished. They include:

- Development of a five-year strategic plan assessing both the strengths, weaknesses, opportunities and threats which could effectively thwart or enhance the City's efforts.
 - Formation and training of an Economic Development Committee in conjunction with the Chamber of Commerce.
 - Formation of an Industrial Development Committee in conjunction with the Chamber.
-

- Development of an economic development element in the comprehensive general plan.
- Development of an ombudsman function between the Chamber of Commerce and Community Development Department.

Since the 1991 edition of the plan was put into place, several additional initiatives have been completed:

- Two year funding of a small business partnership program in Oldtown La Verne;
- Approval (and voter confirmation) of plans for a 2,950-seat cinema complex anchored by two restaurants at Foothill Boulevard and Emerald Avenue;
- Concept approval (now pending permit issuance) for a six acre shopping center on the southeast corner of Foothill Boulevard and Wheeler Avenue.

B. ASSUMPTIONS

1. *Key Projects*

Certain projects must take precedence over the execution of any long-term strategy. These include the Edwards Cineplex and the Nexus shopping center.

2. *Realistic Expectations*

There are some things that La Verne can realistically hope to accomplish, and some things that it cannot.

- No strategy will change the basic economic character of the downtown, for example, if the downtown itself does not commit to revitalization through direct action: retail expansion, merchandising, marketing and promotions.
 - While economic development strategies can help balance the City's ledger, it cannot reverse the area's market position, geographic market area, or basic land use pattern. These are equally vital considerations in framing any economic development program.
-

3. Annual Review

The plan can only succeed if it is adjusted each year to meet changing market conditions, priorities and community needs. We recommend that the document be reviewed each fall in connection with the annual general plan report, since:

- Changes in economic development goals may result in broader policy changes which the Council would like to incorporate into the general plan.
- Issues identified in the fall review can then be easily incorporated into the following year's budget and strategic plan processes.

4. Geographic Focus

Unlike other economic development and planning documents, the strategy should reflect the different needs of each area of the City requiring economic development assistance. Therefore, the plan is divided into both City-wide and district strategies.

5. Participation as Essential Element

This plan assumes that participation among community groups is integral to the plan's success. This document includes input received over the past two years from the Chamber of Commerce's economic development and industrial committees, the Downtown Business Improvement District's advisory board, individual commercial and industrial developers.

I. CITY-WIDE STRATEGIES

The following section identifies City-wide economic development strategies to be initiated or accomplished during the next 18 months.

STATUS

STRATEGY

Completed 3-91	C-1. <u>Small Business Incubation.</u> Development of grants and technical assistance necessary to nurture new, small businesses.
Underway;	C-2. <u>Sign Ordinance Review/ Projected Revision.</u> Revision of the sign

STATUSSTRATEGY

Completed 10/92

ordinance to eliminate unnecessarily complex, confusing or restrictive requirements.

Ongoing

C-3

Redevelopment Agency Assistance. Provision of increased funding through owner participation agreements for the following purposes: land acquisition and assembly, off-site improvement costs, payment of fees and charges.

Completed &
Ongoing

C-4

Architectural/Design Assistance. City funding of architectural design assistance to help upgrade older businesses, on a contract basis with specified firms

New Marketing
Plan (Phase I)
Underway;
Brochure due
5-92

C-5

Aggressive Business Recruitment/Processing Assistance. Use of the economic development marketing committee and City resources to market La Verne to those types of businesses which past research indicates the community desires

Ongoing/
Target Date
1993

C-6

City-wide Marketing Program. Development of a City-wide marketing program using a full range of print and broadcast media to inform potential developers about the advantages of a La Verne location; to provide La Verne with and expanded market capability; and to reduce sales tax leakage to surrounding communities.

December 1992

C-7

Broader Use of Requests for Proposals, Exclusive Negotiating Rights and Disposition/Development Agreements.

STATUS**STRATEGY**

		Requiring developers to compete for the right to develop prime parcels held, controlled, or substantially funded through Agency resources.
To be Proposed in 1993-94 Budget	C-8	<u>Technical Cleanup to Re-development Plan.</u> Technical revisions to the redevelopment plan that will ensure its consistency with the new general plan and the City's economic development action plan.
Target Date January, 1995	C-9	<u>Technical Assistance.</u> Assistance with processing and permitting requirements; establishment of a data bank and/or other information sources for small business owners.
Ongoing	C-10	<u>Ombudsman Program.</u> Expansion of the existing program to include broader advertising of the service.
3 Completed 1 Pending 6 Planned	C-11	<u>Entry Sign Program.</u> Development of entry monuments at 11 key locations throughout the City

II. FOOTHILL CORRIDOR

Strategies in this section are adapted from not only the general and strategic plan documents, but also the Foothill Boulevard Specific Plan.

TARGET DATE**STRATEGY**

Funding Available. Marketing On Hold.	F-1	<u>Architectural/Financial Older Assistance Toward Revitalizing Shopping Centers.</u>
--	-----	---

TARGET DATESTRATEGY

	Financial assistance to hire architectural firms that can revitalize sagging shopping centers or propose changes allowing the center to compete with contemporary marketing concepts found in newer centers
In Negotiation 3/92	F-2. <u>Alpha Beta/Klein Property Linkage.</u> Establishment of circulation and marketing links between the Alpha Beta Center and the adjoining Klein property, which has been identified as a critical site in the City's economic development efforts.
In Negotiation 3-92	F-3. <u>Interparcel Access: Stater Bros Center.</u> Requirement that interparcel access be required with new development or changes as the existing Stater Brothers Center, consistent with requirements imposed on the Edwards Cineplex.
Owner Negotiations Underway 4/92	F-4. <u>RFP: Klein Property.</u> Use of the RFP process to secure a prime development on the Klein property.
Pending: Council Rejected Equity Sharing URM Program 1/91	F-5. <u>Joint Venture Development.</u> City/ Agency joint venture projects involving commercial and industrial development.
June, 1992 Pending	F-6. <u>Business Improvement District or Marketing Association.</u> Marketing assessment program as provided in the <u>Foothill Boulevard Specific Plan</u>

TARGET DATE**STRATEGY**

June, 1993
Pending

F-7 Merchants Survey.
A marketing survey to determine the needs and wants of Foothill Boulevard Corridor merchants.

Ongoing:
Contracts Made
with 4 Owners
1 9 9 2

F-8 Marketing: Targeted Sites.
Target key sites needing development assistance; offer redevelopment agency incentives.

III. DOWNTOWN (OLDTOWN) LA VERNE

Strategies identified in this section also include general plan proposals and revisions which are expected to be adopted with the update of the Oldtown Specific Plan. In addition, it reflects the input of the Downtown La Verne Business Improvement District and Chamber of Commerce.

STATUS**STRATEGY**

Second Year
Underway

D-1. Small Business Partnership Grants.
Grants awarded by the Redevelopment Agency for small businesses seeking innovative avenues to encourage business growth in the Oldtown (downtown) area.

March, 1991

D-2. Demonstration Project. Completed Completion of the Agency's first demonstration project, renovation of a 4,000 square foot market building to house a retail, sales tax-producing tenant.

Projected
Completion
June, 1992

D-3 Oldtown (Lordsburg) Specific Plan Update.
Rewrite of portions of the existing plan that act as impediments to economic development efforts in the Oldtown.

STATUS**STRATEGY**

Year 1 Funding
1992-93
Budget

D-4. Masonry Building (URM) Reinforcement.
Funding or partial funding of costs associated with the reinforcement of nine brick buildings located in the Oldtown area.

Projected
Completion 6/92
(Lordsburg)

D-5. Revised Sign Regulations.
Revision of the sign ordinance to eliminate unnecessary or unduly restrictive provisions.

Projected
Completion 6/92
(Lordsburg)

D-6. Revised Parking Standards.
Reduction in standards where those standards do not accurately reflect the demand characteristics of downtown La Verne; provision of in-lieu fees to allow the pooling of resources for greater effect.

Ongoing

D-7. Expanded Marketing and DLVBID Promotions.
Further development of the newly developing promotional programs offered through the downtown merchants' business improvement district

On hold-
Pending
July, 1993

D-8. Downtown Shopping Guide.
Preparation of an attractive, easily updated downtown shopper's guide.

Proposal in
Lordsburg
Specific Plan;
implementation
pending adoption
of plan.

D-9. Merchant Training Programs in Merchandising and Marketing.
Expert training in merchandising, window dressing, display and advertising techniques.

IV. INDUSTRIAL SPECIFIC PLAN CORRIDOR

Strategies identified in this section include the recommendations of the City/Chamber of Commerce Industrial development Committee, which has been meeting over the past year and a half to identify solutions for problems in the City's industrial areas.

STATUS

STRATEGY

Completed
June, 1991

I-1. Industrial Specific Plan
Cleanup.

Technical revisions intended to repair inconsistencies and eliminate unnecessarily confusing and restrictive sign, driveway, and other requirements.

June, 1991
Completed

I-2. Operations and Maintenance
CFD: Police and Fire
Protection.

Implementation of the operations and maintenance community facilities district.

June, 1992
Extended by
PVC; pending
outcome of MWD
site selection
process.

I-3 Wheeler Ave. Extension.
Construction of a four-lane extension carrying Wheeler Avenue from its present terminus at Arrow Highway south to its connection with Puddingstone Drive.

County master
plan under
development
4-92

I-4 Brackett Field Development.
Development of ancillary facilities at Brackett Field such as hotels or motels

Ongoing

I-5 Sewer Extensions/
Development.
Development of a strategy to provide sewer mains where needed in the industrial area.

July, 1991
Completed

I-6 Expanded Graffiti Removal
Program.
Provision of additional funds to stay on top

STATUS**STRATEGY**

of the continuing graffiti problems in South La Verne.

Status on Hold

I-7

Hotel/Motel Development.

Completion of a new hotel development study specifying the City's options to attract and promote quality lodging.

Underway -
Completion
slated 6/92
Additional grant.
request for N. side
on file with State
3-92.

I-8.

Completion of Landscaping.
along Arrow Highway
between "A" Street and San
Dimas Canyon Road.

Ongoing

I-9.

Land Assembly.

Acquisition of key vacant parcels specified in the redevelopment plan using eminent domain.

V. PENDING PROJECTS

This section of the report, new to this second edition outlines the status of key development requests that the Agency sees as integral to successful implementation of the economic development action plan.

STATUS**STRATEGY**

Pending

P-1.

Lopez Liquor.

Redevelopment of the existing commercial site at S/E corner Arrow and Fairplex.

Completed

P-2.

Brutocao.

Owner participation agreement for demolition and cleanup of former Topper's site.

No Action

P-3.

Holiday Inn.

Development of a 150-room

STATUSSTRATEGY

		hotel and banquet rooms on Foothill at Towne Center Drive. Applicant has run into funding/partnership obstacles.
Ongoing	P-4	<u>Pep Boys.</u> Negotiations with Pep Boys to build a retail/service facility on the former Topper's site at 1504 Foothill
Awaiting Application	P-5.	<u>Boullt.</u> Development of a mixed use retail project on "D" Street north of second, n/o existing Circle "K" property
Awaiting Application	P-6.	<u>ULV Library.</u> Expansion of University of La Verne Library.
Awaiting Application	P-7.	<u>Caroline's.</u> Full facade rehab in connection with historic preservation guidelines
Building Permit Pending	P-8.	<u>Nexus.</u> Shopping center incorporates day care facility on six acres at Foothill & Wheeler. Applicants awaiting financing
Ongoing	P-9.	<u>Kline.</u> Negotiations with owner of Kline property (n/side Foothill w/o Wheeler for
Negotiations Ongoing	P-10	<u>Route 30 Freeway.</u> Completion of 6-lane freeway plus two HOV lanes between San Dimas city line and Williams Avenue

Appendix B-Owner Participation Agreement Log

OPA	NAME OF APPLICANT	PROPOSAL/ ADDRESS	ZONE	RELATED FILES	ACTION TAKEN AND DATE
1.	Synthane Taylor	New Building	PID	PPD	CRA-23A Approved/one time
2.	Ed Forbes	Condo D/Walnut	Walnut Specific	524 1133 PPD/CUP	No Specific CRA Reso/Approved/One Time
3.	Steve Dishno	Cabinet Shop	PID	PPD/VAR	CRA-47 Approves/reimburse
4.	Bren Company	SB-99	SP	SP81-4	10-5-83 CRA 43 & 43A, 10-17-83 Approves/Bond issue
5.	Towne Center	Shopping Center	SP	SP83-8	CRA-44 approves, 12-12-83 See OPA #8 Reso CRA-84; estopple certif, Simon S. David; 8-16-93 amend., cont.
6.	Olympus Pacific	SB-99	PR8A	PPD/VAR	12-19-83, CRA-45 LVGT Housing Fin. Agency Approves/Bond issue
7.	ULV	Landscape Maint. Agreement	0	PPD	1-16-84, CRA-.48 Approves/One time
8.	Towne Center	King Property	CPD	VAR/OPA #5	7-1-85, CRA-58 Approved/reimburse, Amend. #1 to OPA #5
9.	Don Mosco	Industrial Buildings	PID	PPD/VAR	5-20-85, CRA-55 Approved/reimburse, Rev. OPA 17, CRA-74, 6-20-88, CC Reso 88-95
10.	Hughes Dev.	Emerald Center	CPD	PPD	8-5-85, CRA-61 No Action
11.	Edwards Theaters	Theater/Senior Housing	PR8A	GP#/Zone Changes	6-7-85, CRA-57, City initiated ZC/GPA
12.	Paper Pak Products	Industrial Bond	Ind. SP	VAR/PPD	9-3-85, IDA-1, Approved/Bond issue CC Reso 85-87
13.	Towne Center	Durward Way	T.C. SP	SP83-8	4-21-86, CRA-65 Approved/Reimburse

OPA	NAME OF APPLICANT	PROPOSAL/ ADDRESS	ZONE	RELATED FILES	ACTION TAKEN AND DATE
14.	Paper Pak Products	Reimbursement	Ind. SP	PPD543	2-3-86 IDA-3, Withdrawn/Refund CC Reso 86-10
15.	Richardson Group	Mello/Roos Reimbursement	Ind. SP	TT44535 VAR 629	8-4-86, CRA-66 Approved/Void
16.	Javid Mansouri	Demo of Oasis 961 Foothill	CPD	None	Withdrawn 1-3-88 without Agency assistance.
17.	Koll Company	Koll Industrial Park	Ind. SP	TT45601 PPD98-87	3-1-88, CRA-17 Approved CC Reso 89-118, 7-17-89, Finc'e agreements.
18.	Plastiflex	Revisions of OPA #9	Ind. SP	OPA #9 VAR/PPD	6-20-85, CRA-74 Never consummated Void, CC Reso 88-95
19.	Koll Co.	Restated OPA	Ind. SP	TT45601 PPD98-87	3-6-89, CRA-77A Approved
20.	Arcadia Lumber	Retail Lumber yard First @ White	Ind. SP	36-88PPD 131-88LLA	4-17-89, CRA-80 Approved Amend. #1, CRA-85 1-17-89
21.	Frank Mistretta	Armenian College Building	Oldtown Specific Plan		7-2-90, CRA-88 In Progress
22.	James Edwards III	Edwards Cinemas	Foothill Blvd. Specific Plan	40-89PPR	2-3-92, CRA-128 In Progress
23.	Victor Klein	Sanderson re Kline Property			No action/inactive
24.	Robert Lincoln	Two single story industrial buildings	Ind. SP.	106-89PPR	11-5-90, CRA-91 In progress
25.	Toppers Brutocao Prop.	Demo. existing building	FBSP		9-8-92 Cert. of Comp., CRA-112; 12-3-90, CRA-92 Approved 12-3-90
26.	Mel Baughman	Village Inn Restaurant 2324 "D" St.	Oldtown SP		5-6-91, CRA-95 Approved 6/1/91
27.	Joann Tumminello	Gina T's Interiors 2152 Bonita	Oldtown SP		5-6-91, CRA-95 Approved, 6/1/91

OPA	NAME OF APPLICANT	PROPOSAL/ ADDRESS	ZONE	RELATED FILES	ACTION TAKEN AND DATE
28.	Nancy Gatti	La Verne Florist 2252 "D" Street	Oldtown SP		5-6-91, CRA-95 Approved 6/1/91
29.	Judy Brownlee	Judy's Natural Nails 2134 Third St.	Oldtown SP		4-8-91, CRA-93 Approved 6/1/91
30.	Laura Hurtado	Laura's Oldtown Kitchen Shop 2125 Third St.	Oldtown SP		4-8-91, CRA-93 Approved 6/1/91
31.	Joanne Kunkle	Gourmet Coffee & Candy 2120 Third St.	Oldtown SP		4-8-91, CRA-93 Approved 6/1/91
32.	Carol Hersch	Caroline's 2336 "D" St.	Oldtown SP		4-8-91, CRA-93 Approved 6/1/91
33.	Denny & Bobby Sharpe	Sharpe Systems Corp. 2138 Bonita	Oldtown SP		5-6-91, CRA-95 Approved, 6/1/91
34.	DLVBID	DVLBID & ULV Mural 2016 "D" St.	Oldtown SP		5-6-91, CRA-95 Approved 6/1/91 Amend. CRA-106, 9/3/91
35.	Lewis Homes	Foothill Blvd Corridor, Site 7.	Foothill Blvd. SP		In Progress 6/1/92 Site 7, Dir. to dev. prop.
36.	Lopez Foodcourt	1922 Fairplex	Industri al SP	86-91PPR 87-91CUP 23-92VAR	In Progress KH: unable to find LVRA action

*NOTE: All businesses approved under CRA-111 are part of the partnership agreement.

37.	Kirk Anderson Ken Schonteld	Warehouse Pizza 2340 "D" St.	Oldtown SP		3-1-92, CRA-111 Approved 6/1/92
38.	Thomas Slagle Michele	Nick's Place 2321 "D" St.	Oldtown SP		3-1-92, CRA-111 Approved 6/1/92
39.	Roger Hanawalt	Roger Hanawalt 2450 "D" St.	Oldtown SP		3-1-92, CRA-111 Approved 6/1/92
40.	Carol Hersch	Caroline's 2336 "D" St.	Oldtown SP		3-1-92, CRA-111 Approved 6/1/92
41.	Judy Brownlee	Judy's Nails 2134 Third St. (Partnership Agreement)	Oldtown SP		3-1-92, CRA-111 Approved, 6/1/92
42.	Laura Hurtado	Laura's Kitchen Shopp 2125 Third St.	Oldtown SP		3-1-92, CRA-111 Approved, 6/1/92

OPA	NAME OF APPLICANT	PROPOSAL/ ADDRESS	ZONE	RELATED FILES	ACTION TAKEN AND DATE
43.	Nancy Gatti	La Verne Florist 2252 "D" St.	Oldtown SP		3-1-92, CRA-111 Approved, 6/1/92
44.	Caleb Burchiaga	Cafe Froggy's Partnership Agreement	Oldtown SP		3-1-92, CRA-111 Approved 6/1/92
45.	Mel Baughman	Village Inn 2326 "D" St.	Oldtown SP		3-1-92, CRA-111 Approved, 6/1/92
46.	Jim Boultt	Old Town Square 2232 "D" St.	Oldtown SP		11-2-92, CRA-115 1/3/94 Auth. subordination of loan
46A.	DLBID	Downtown Promotion		Lord SP	3/1/92 CRA-111 Closed
47.	Bobbie Sharpe	Sharpe Systems 2138 Bonita		Oldtown SP	3-1-92, CRA-111
48.	Mrs. Maurine Bell	Citrus Feed 2332 "D" St.		Lord. SP	1-4-93, CRA-117
49.	Michael Allawos Mikana Manfg.	Street improvements 1950 Walker St.		Industrial SP	11-2-91, CRA-116 Approved 11/16/92 Project Canceled 7/16/93 VOID 1/19/93, Reopened
50.	Paper Pac/ LACTC	KH: Only information available is in connection with OPA #12 approved by Industrial Development Authority actions commencing 1985			Inactive
51.	Koll	(2nd Restated OPA)		Industrial SP	2-16-93, CRA-12
52.	Sharpe & Fernandez	2118-20 Third Street Ice Cream Parlor		Lord. SP	3-15-93, CRA-121
53.	Jim Felix	Masquerade Theater Co. Lord. 2211 E. Third Street		Lord SP	No action
54.	Alain Fournier Cafe Allegro	2124 Third St Restaurant/former Cafe Froggy's		Lord. SP	5-3-93, CRA-122
55. 56.	Craig Barnes Warren Person Fred Wright	2050 Bonita Person Ford (Lease Extension) 2855 Foothill Blvd.		Lords. SP FBSP	6-7-93, CRA-124 9-7-93, CRA-129, CRA minutes: 6/17/92, 4/5/93, 5/3/93, 6/21/93, 7/6 & 19, 93, 8/16/93

OPA	NAME OF APPLICANT	PROPOSAL/ ADDRESS	ZONE	RELATED FILES	ACTION TAKEN AND DATE
57.	Mr. Donald Guido	2248 "D" St. Remodel			6/7/93, CRA-125
58.	This number not used due to misnumbering.				
59.	Mel Baughman	2342 "D" St. URM Proposal		Lord SP	8/16/93, CRA-127
60.	Mimi's Cafe	1950 Foothill. Blvd.		FBSP	
61.	Warehouse Pizza Kirk Anderson	2340 "D" Street		Lordsburg SP (C)	
62.	Carol Hersch Caroline's	2336 "D" St.		Lordsburg SP (C)	9/6/94, CRA-143
63.	Dick Thompson Judy's Natural - Nails	2134 Third St.		Lordsburg SP (C)	
64.	Laura Hurtado Kelly Sipp et al. Chamelion.	2133 Third St.		Lordsburg SP (C)	9/6/94, CRA-144
65.	Linda Wilkinson	Grace Cottage 2142 Third St,		Lordsburg SP (C)	9/6/94, CRA-145
66.	Paper Pak	1941 White		Industrial SP	9/6/94, CRA-146
67.	La Verne Deli	2307 "D" Street		Lordsburg SP (C)	10/3/94, CRA-148

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Appendix C - Housing Fund Options

Item Description

A. FINANCIAL SUBSIDIES

- A-1 **Land Write-Down Fund.** Fund allowing the Agency to write down land costs for developers who agree to provide 25 percent of units for low-, low-mod, and moderate income first-time home buyers.
- A-2 **Housing Entrepreneurship Grants.** Partnership grants for the development of affordable housing units meeting RHNA, (Regional Housing Needs Assessment) requirements.
- A-3 **Housing Preservation Funds.** Deferred payment, 30-year term loans/grants for rehabilitation of historic area housing stock in accordance with Federal Register (Secretary of Interior) or local guidelines.
- A-4 **Revolving Loan Fund/Special Needs.** Loans or grants for the Provision of special needs housing falling into the following key categories:
- Senior Citizens/Low-Mod
 - Physically Handicapped
 - Female Head of Household
- A-5 **Sweat Equity Loan/Grant Fund.** Loans or grants for the development of Sweat Equity housing an infill lots.
- A-6 **Mortgage Assistance Program.** Bond-financed or other mortgage assistance to first-time home buyers, accompanied by educational program requirement in some cases.

B. CAPITAL DEVELOPMENT OPTIONS

- B-1 **Land Banking Fund.** Fund for Agency purchase of vacant parcels for future development of affordable housing.
- B-2 **Adaptive Reuse Fund.** Fund for Agency purchases at joint venture to rehabilitate old commercial, industrial, or
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<u>Item</u>	<u>Description</u>
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	institutional buildings for new use as residential apartments or condos.
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B-3	Site Seven Development. Agency participation in the development of affordable condominiums on Site 7 of the Foothill Boulevard Specific Plan.
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B-4	LDS Church Site Development. City assistance toward the development of affordable condominiums on vacant land at the southeast corner of Baseline Rd. and Emerald Ave.
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C.	NEIGHBORHOOD HOUSING SERVICES
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C-1	Tool Bank. Development of a city-sponsored tool bank allowing families to borrow tools and equipment for home repairs at no cost. Can be done under contract to a local equipment rental agency where the City pre-confirms and issues a voucher to applicant.
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C-2	Neighborhood Housing Services Council/Manager. Establish neighborhood councils to oversee neighborhood improvement programs including tool banks, loan programs through local lenders, etc.
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C-3	Multifamily Acquisition and Rehabilitation/Mutual Housing Association/Co-Ops. Form private, nonprofit corporations and cooperatives, to develop, manage and own permanently affordable housing. Can be linked to participation in an NRC (Neighborhood Reinvestment Corporation) chartered under federal law.
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D.	INTERJURISDICTIONAL OPTIONS
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D-1	Single Room Occupancy Hotels Fund. Dedication of funds to regional agencies responsible for the development and rehabilitation of single room occupancy units in other jurisdictions where such programs are already in operation.
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D-2	Homeless Shelters. Dedication of funds to other City, county, state or regional agencies responsible for the development and operation of homeless shelters.
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<u>Item</u>	<u>Description</u>
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E.	HOUSING REPAIR AND IMPROVEMENT
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E-1	Mobile Home Reinforcement Grants. Existing program for reinforcement/rehab/repair of mobile homes in one of the City's mobile home parks.
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E-2	Housing Rehabilitation Program. Existing program; provides low-interest loans and grants for repair/rehab of owner-occupied housing stock within this project area. Two specific neighborhoods should be targeted:
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| | <ul style="list-style-type: none"> • 10th Street Neighborhood. Loans and/or grants for repairs to homes in specified targeted area (Subject to defining boundaries). • Walnut Neighborhood.. Loan and grant monies for housing rehab tied to bilingual grant assistance. |
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E-3	Multi-Family Unit Rehabilitation. Grant/loan funds for repair/Replacement of multiple family housing stock..
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E-4	Hayes-Price Target Area Rehabilitation. Grants or loans for physical improvements to apartment complexes in the Hayes-Price district. Includes alley and street Improvements, garages, code enforcement/cleanup, paint and repair.
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F.	OUTSIDE GRANT AND LOAN OPTIONS
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	NOTE: Several of these options are tied to federal funding cycles and are therefore not always available.
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F-1	Rental Housing Construction Program (HCD) Provides low-interest, 40-year loans for low/mod households. Requires that 30% of total units be subsidized, and 2/3 of the assisted units must be for very low income households.
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F-2	Predevelopment Loan Program (PLP) Offers 7% loans for three years to cover predevelopment costs such as engineering, development plans, application fees, legal services, permits, etc.
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F-3	Housing Assistance Program (HAP)/Section 8. Provides funds for section 8 certificates (vouchers), for qualifying households.
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Item Description

F-4 **Community Development Block Grants (CDBG).** Can be used to buy down affordable units in conventional housing projects; can tie to rental or mortgage restrictions.

G. OTHER NON-FINANCIAL STRATEGIES

G-1 **Building Permit Fee Adjustment.** Allow a reduction in building permit fees (Council to decide percent) for projects that dedicate and restrict (x) percent of units for low- and low-mod housing

G-2 **Density Bonus.** Bonus permitted under state law of up to 25% permitted density provided that applicant meets guidelines of state and local law

G-3 **Skilled Construction Supervisor.** City pays for skilled construction supervisor to assist citizens in building their own sweat equity units, remodeling and rehab of existing units.

U.C. BERKELEY LIBRARIES



C124902023

